

# APEX IN SAFETY

## REFERENCE DOCUMENT

The ACI programme designed for airports  
to achieve excellence in safety





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## 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 is the top priority.

To achieve these goals, ACI works closely with the International Civil Aviation Organization (ICAO). Safety is paramount for both ACI and ICAO, and it will remain the top issue on the ACI-ICAO agenda. As air traffic and passenger numbers continue to rise at a steady rate, the aviation community must do more to improve the level of safety at airports worldwide.

Recent ACI forecasts indicate that there will be over 10 billion passengers and 130 million aircraft movements per annum by 2029, meaning that aside from other operational measures, the existing world airport capacity would need to double over the next 15 years to be able to accommodate this added capacity demand. And the price tag is in excess of 1 trillion dollars for capital expenditure projects alone.

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 safety levels. According to ICAO's Universal Safety Oversight Audit Programme (USOAP, 2009 results), of the total number of states audited:

- 70% did not establish or implement a runway safety programme to prevent runway incursions;
- 44% failed to implement the ICAO standards regarding the certification of aerodromes;
- 50% do not require periodic testing and review of aerodrome emergency plans or the measurement of friction characteristics;
- 38% do not ensure that aerodrome operators comply with the requirements related to operational services and physical facilities.

ACI, pursuing its mission of promoting safer airport operations while contributing to international cooperation between the International Civil Aviation Organization (ICAO), aviation stakeholders and airports worldwide, has developed the Airport Excellence (APEX) in Safety Programme.

The programme is based on ICAO standards, as well as ACI best practices. APEX in Safety combines the mandate for regulatory compliance with the actual day-to-day operational needs of airports to maximize operational efficiency while enhancing the safety standards.

Moreover, APEX in Safety provides several elements tailored to the individual needs of airports and proposes effective solutions which we expect will lead to improving the safety standing of the airports who participate in the programme.

## About APEX in Safety

### Mission

- To be the leading enabler of airport safety by increasing the level of compliance with aerodrome regulations through cooperation between ICAO, Safety Partners and airports around the world.

### Vision

- To assist airports in their efforts to improve their safety performance, to implement safety management systems, establish indicators and tools for the reduction of safety incidents;
- To increase the level of compliance with applicable standards and foster the sharing of best safety practices amongst the airport community.

## Audience and Stakeholders

APEX in Safety is based on ICAO Annex 14 Standards and Recommended Practices (SARPS) and ACI best practices. It takes the form of a Safety Review, including a self-assessment of the safety level, gap analysis, recommended solutions and design of an action plan following an on-site visit at an airport which has requested assistance to enhance their level of safety.

### Safety Review

A Safety Review is the process of carrying out an on-site safety assessment at an airport based on the results of a self-assessment safety questionnaire, making proposals for an Action Plan, and recommending solutions to optimize the safety standing of the requesting airport.

### Host Airport

The Host Airport is the airport that requests the Safety Review.

The Safety Review reflects industry best practices, while maximizing operational benefits.

### Host Airport Benefits

- Ensure an enhanced level of safety, by gaining appropriate knowledge of regulatory standards, best operational practices, and training needs / options;
- Self-evaluate its safety performance;
- Access a pool of expertise that will enable the Host Airport to mitigate any gaps in safety as required by their specific operating environment.

### APEX in Safety Benefits

Tailored approach

Measures that can be immediately implemented

Access to global network of safety experts

Practical application

Creation of Action Plan

Effective results within reach

Appropriate solutions based on specific operational environment

ICAO regulatory aspects covered

Access to knowledge data base

Access to documentation

Guidance material provided

Training, workshops, and further assistance available

### **Additional Benefits**

- Offer assurance to ICAO that adequate safety measures are in place, contributing to the regulator/oversight authority fulfilling its obligation to implement, and ensure compliance with ICAO SARPS;
- Acknowledge that the Host Airport is proactively taking measures towards improving its safety standing and becoming fully compliant with the applicable safety regulations;
- Understand that the Host Airport would be able to provide the necessary elements to integrate into the State Safety Programme (SSP).

### **Questionnaire**

Prior to the Safety Review, the Host Airport will fill out and send ACI a self-evaluation questionnaire, called the Questionnaire, which is aimed at identifying the key areas where additional time should be spent by the ACI Safety Review Team while conducting the on-site assessment. When submitting the Questionnaire, the Host Airport needs to provide an electronic version of the relevant procedures and documentation as well. This is an important step in the evaluation of the operational needs and the selection of the appropriate Safety Partners.

### **Safety Partner**

The Safety Partner is an airport, World Business Partner or other strategic ACI associate that has the required know-how and volunteers to provide the Host Airport with one or more experts for the purpose of performing the Safety Review. The services of the Safety Partner are provided without charge for the entire duration of the Safety Review with the objective of assisting the Host Airport to improve their safety standards.

### **Safety Partner Benefits**

- Provides the chance to assist airport colleagues improve their safety standing;
- Opportunity to learn from the Safety Review process;
- Increases the level of cooperation and sense of community among airports worldwide.

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

### **Stakeholders**

APEX in Safety involves a significant number of stakeholders, including: airlines, air navigation service providers and regulators/oversight authorities. The safety goals of our stakeholders are harmonized to the greatest possible extent during the Safety Review and are given due consideration during the on-site visit at the Host Airport.

## Safety Review – The Mechanism

ACI coordinates and dispatches an ACI Safety Review Team of experts to the Host Airport, with the goal of improving safety in specific areas of interest.

Upon request from the Host Airport, APEX in Safety can provide a Safety Review of any safety area.

### Safety Expertise Includes:

- Runway Safety;
- Safety Management Systems (SMS);
- Aerodrome Certification;
- Wildlife Hazard Management;
- Markings, Signs and Lighting;
- Rescue and Firefighting;
- Emergency Response;
- Airside Driver and Vehicle Management;
- Management of Ground Handlers, Contractual and Legal Issues;
- Improvement of AIP Documentation;
- Low Visibility Procedure;
- Obstacle Management;
- Winter Operations;
- FOD Management;
- Movement Area Maintenance;
- Movement Area Access;
- Aerodrome Works Safety;
- Apron Safety Management;
- Removal of Disabled Aircraft;
- Hazardous Material Handling.

The **Safety Review** should last up to one week. The number of ACI Safety Review Team members depends on the complexity of the assessment requested. The team should normally include an ACI Regional Office Safety Assessor, an ICAO-designated Safety Officer, and one or more Safety Partners, under the supervision of a Team Leader (which could be one of the above mentioned team members). Other experts may be included in the team if the extent of the Safety Review so demands.

The **Safety Partner** does not pursue any commercial interests and acts in the sole interest of the Host Airport during the Safety Review.

The **ACI Safety Review Team** will conduct a gap analysis and assessment of the safety standing at the Host Airport, and will provide a **preliminary (draft) report** at the end of the visit. A **Final Report** with recommendations will be forwarded to the Host Airport Senior Management within eight (8) weeks from the end of the visit, containing the observations made by the ACI Safety Review Team. The Final Report will emphasize the short, medium and long-term solutions that could be adopted by the Host Airport to enhance the level of safety.

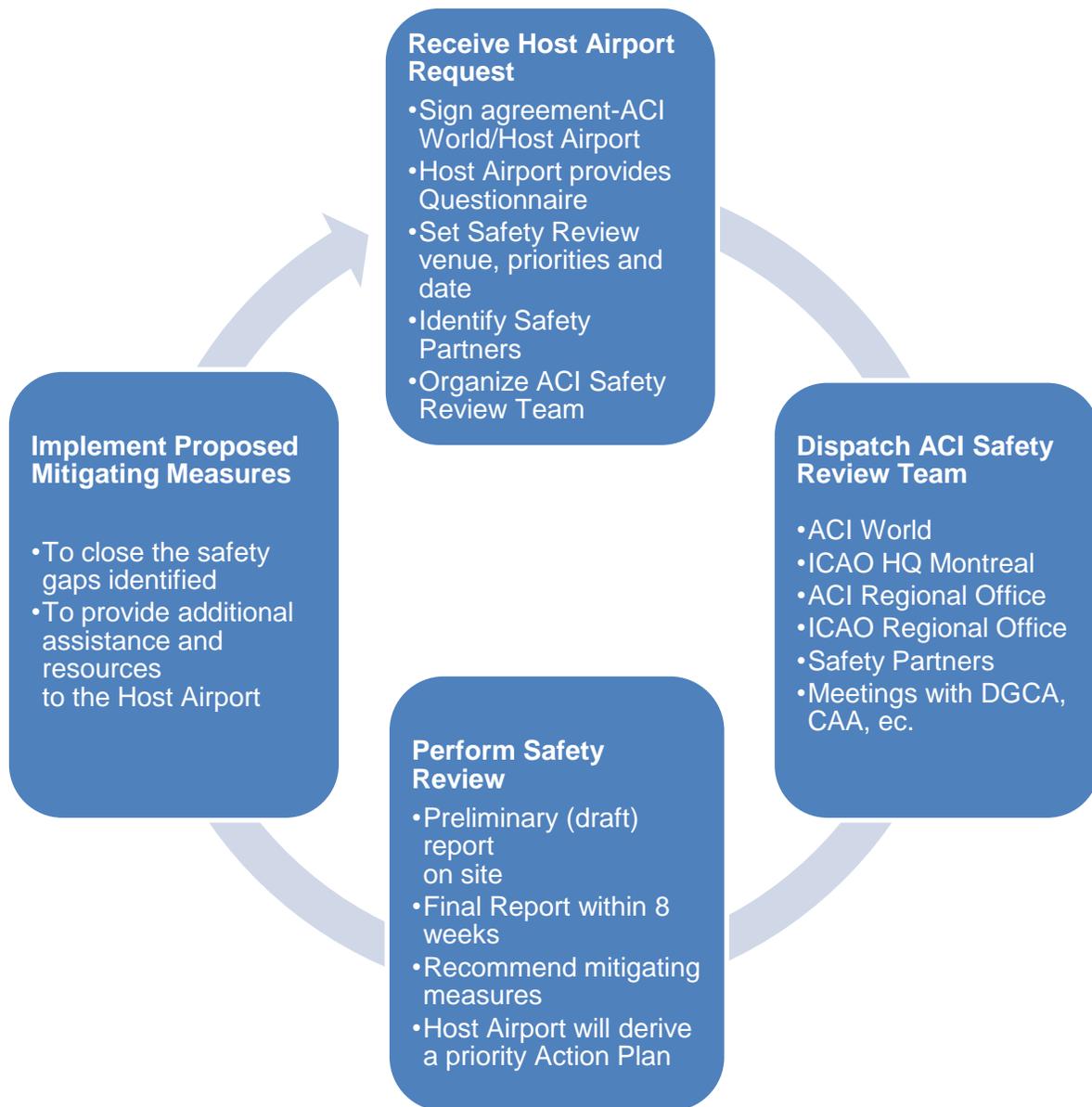
Based on the conclusions from the Final Report, the Host Airport will draft an **Action Plan** which will contain its short, medium, and long-term safety improvement goals, as well as the means and actions that are deemed most appropriate to achieve these results.

The overarching APEX in Safety goal of improving safety is reached when the Host Airport acts upon the proposed mitigating measures.

An ACI support team will guide the Host Airport in the implementation of the most appropriate safety measures.

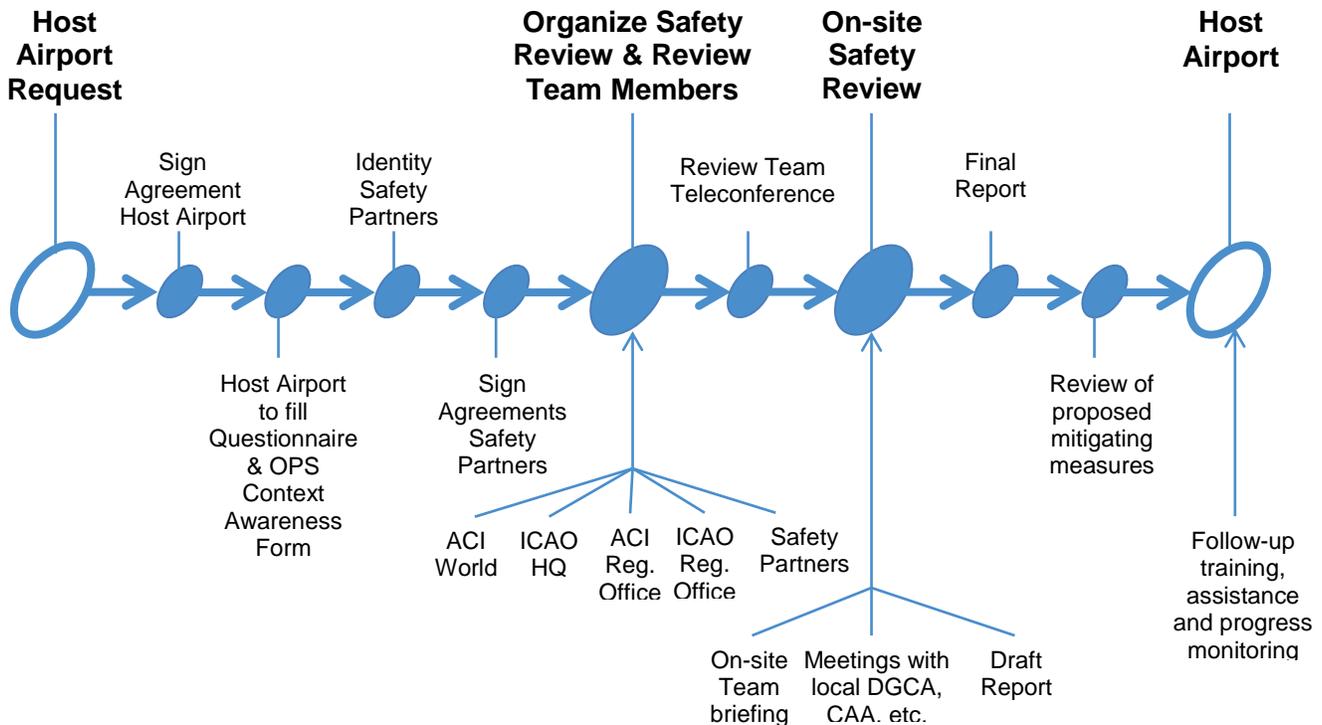
## APEX in Safety: Plan – Do – Check – Review

APEX in Safety reflects the cyclical path of safety management programmes, while bringing the best value to the Host Airport.



## 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 no more than 16 weeks. ACI World reserves the right to prioritize Safety Reviews according to the criteria available at [www.aci.aero/APEX](http://www.aci.aero/APEX).



The on-site Safety Review should last up to one week, depending on the extent of the assessment detail and the complexity of the airport operations at the Host Airport.

The Final Report will be sent to the Host Airport within eight (8) weeks from the on-site visit.

Under the APEX in Safety Programme, the Host Airport will directly benefit from dedicated ACI support 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.

The enhanced level of safety will directly benefit the State. The State oversight capabilities will receive a boost, as the airport participating in the APEX in Safety Programme will display a greater level of compliance with the national regulations applicable and the ICAO SARPS, under the umbrella of the State Safety Programme (SSP).

The APEX in Safety Programme will also benefit ICAO by providing valuable insight regarding the current safety standing and the future capabilities of the visited airports to close the safety gaps identified. The data collected will be used by ICAO as part of the integrated global aviation safety net, with the ultimate goal of improving aviation safety worldwide.

## Cost of the Safety Review

The Host Airport is responsible for covering the following direct costs for the ACI Safety Review Team for the duration of the Safety Review: air travel and per diem (adhering to ACI World/ICAO travel policy, flights of 7 hours and above will be booked in business class); transfer to/from the hotel and the airport; accommodation; and meals.

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 Safety Review is performed on a non-remunerative basis. No profits are made or sought by ACI or its associates while conducting the Safety Review. When scheduling the Safety Review and setting up the ACI Safety Review Team, ACI makes every effort to keep costs to the minimum.

An internet connection should be provided to the ACI Safety Review Team for the purpose of conducting the Safety Review. Communications (phone and fax), a printer and a briefing room that is equipped with a projector should be made available on-site for the duration of the Safety Review.

## Evaluation, Tracking and Follow-up

An important part of the APEX in Safety Programme is to ensure that effective assistance is provided to the Host Airport for the implementation of a Safety Management System that is capable of capturing and addressing safety-related hazards and risks.

ICAO USOAP established that more than 50% of audited states did not ensure that aerodrome operators monitor and analyse accident and incident trends to take appropriate action.

As the Host Airport implements mitigating measures, a periodic evaluation of the airport's safety performance is needed and highly recommended. The Safety Review results should be updated accordingly to reflect the progress made.

## How to Request a Safety Review

ACI delivers the APEX in Safety Programme to every member airport interested in achieving excellence in safety, under the same conditions, providing equal quality services, and applying the same cost guidelines.

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

The process is simple, straightforward and transparent, and ACI uses a series of objective criteria, including ICAO Universal Safety Oversight Audit Programme (USOAP) results, to prioritize requests for Safety Reviews.

**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 Safety Programme with the aim to improve the safety standing at the airport concerned;
2. The name of the airport for which the Safety Review is requested;
3. The tentative dates requested for the ACI Safety Review Team visit.

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

## Confidentiality

The results from the Safety Review will be confidential. ACI and ICAO will cooperate to ensure the protection of the data related to the Safety Review. The data will be used for the purposes of the Safety Review, for designing mitigating measures and ensuring safety oversight under the ICAO-ACI cooperation framework.

## ACI Contact Information

### ACI World

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### ACI North America

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Email: gprincipato@aci-na.org

Mr. Chris Oswald  
Vice President, Safety and  
Technical Operations  
Phone: +1 202 293 8500  
Email: coswald@aci-na.org

<Host Airport Letterhead>

<Host Airport Reference Number: APEXSRR2013- AIRPORT IATA CODE>

<Date and Place>

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

Cc: Ms. Angela Gittens, Director General ACI World  
Mr. Adrian Cioranu, Project Manager APEX in Safety Programme

Subject: APEX Safety 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 the safety standing and to reach a higher degree of conformity with the applicable safety standards. We aim to improve the airport operations, in general, and the level of safety, in particular.

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

We ask ACI to schedule the Safety Review during 2013, 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 safety 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 Safety Review and the dispatch of experts for the purpose of the Safety Review, according to the ACI APEX Reference Document (<http://www.aci.aero/About-ACI/Priorities/Safety/APEX-in-Safety>).

We ask for the Safety Review to focus in particular on:

<All of these areas will be covered during the Safety Review (as applicable at your airport). Please select the areas you would like us to emphasize.>

Runway Safety	
Safety Management Systems (SMS)	
Aerodrome Certification	
Wildlife Hazard Management	
Markings, Signs and Lighting	
Rescue and Firefighting	
Emergency Response	
Airside Driver and Vehicle Management	
Management of Ground Handlers, Contractual and Legal Issues	
Improvement of AIP Documentation	
Low Visibility Procedure	
Obstacle Management	
Winter Operations	
FOD Management	
Movement Area Maintenance	
Movement Area Access	
Aerodrome Works Safety	
Apron Safety Management	
Removal of Disabled Aircraft	
Hazardous Material Handling	
Other (please specify)	

For the purpose of organizing the Safety Review, the person empowered as the Primary Contact for all communications and coordination of the Safety 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>