



Exercise	FE22
Category	Port Facility Exercises
Type	Handling Unauthorized Items
Security Level	1 and 2
References	<ol style="list-style-type: none">1. Port Facility Security Plan2. Relevant Port Facility security instructions, regulations and memorandums3. APEC Manual of Maritime Security Drills and Exercises Vol II Part 1 – Guidelines for the Conduct of Maritime Security Exercises4. ISPS Code Part A sections 16.3.1 and Part B sections 15.4.2 and 15.11.5

INTRODUCTION

1. The security of a Port Facility depends not only on the careful planning and implementation of security measures, but also its response to threats to maritime security that may arise. High among those threats are contraband, and items that may be used against the Port Facility and beyond. It is therefore imperative that such items be known, recognized and prohibited, and should a failure occur in preventive measures, there must be a mechanism for their safe and lawful removal. For the purposes of this exercise, “unauthorized items” are any items that are expressly banned from Port Facility premises or require special permission for their introduction to the Port Facility or the possession of which is considered unlawful without special permit by the State. Examples include cameras, duty-unpaid cigarettes, narcotics, dangerous or lethal substances, weapons, explosives and explosive devices,
2. Descriptions or even pictures of unauthorized items are often insufficient to assure people that they have a good idea of what an item is. Where such items involve dangerous goods or substances, it is even more important that people who are most likely to come in contact with them at the Port Facility should get a good feel of what they are like. The ultimate would be to experience the effect of their use.
3. This exercise seeks to educate Port Facility staff in these unauthorised items, and how they may present themselves in a Port Facility, so as to practice the correct responses to them thus providing familiarity and confidence in their handling. This exercise will also require participants to plan their pre-emptive measures and responses to the threat of unauthorized items entering and found within the Port Facility, and subsequently test these responses in the execution phase. Injects from the drills in the APEC Manual of Maritime Security Drills and Exercises Volume I Part 2 may be incorporated to make it a full scale or live exercise.



AIM OF THE EXERCISE

4. The aim of this exercise is to practice personnel in their handling of unauthorized items in order to enhance their competence in managing the maritime security task.
5. The principal objectives are:
 - a. To provide familiarization training in unauthorized items.
 - b. To validate the Port Facility's measures against unauthorized items.
 - c. To practice the command, control, coordination and communications for security activities both within and beyond the Port Facility.

REQUIRED ATTAINMENTS

6. On completion of the exercise, participants will be able to:
 - a. Recognize unauthorized items and manage them competently.
 - b. Handle certain unauthorized items safely
 - c. Plan and implement measures against unauthorized items and respond appropriately to them if discovered.

PLANNING FOR THE EXERCISE

7. **Timetable**

The date for the conduct of this exercise should be scheduled in the Port Facility's annual work program. Preparations for the exercise should commence 12 weeks prior to the date of conduct. An example of a time-table for the preparation and conduct of this exercise is given in [Appendix 1](#).

8. **Exercise Planning and Control Team**

- a. Exercise Director

The Exercise Director should be a member of senior management, preferably at the Deputy CEO or Director of Operations level. This level is advised because the Exercise Director is responsible for both exercise control as well as exercise participation.



b. Control Team

(1) The control team for a planning exercise need not be very substantial. However, should it be desired to make it a full scale or live exercise by incorporating one or more drills, then the control team recommended for the drills may be nominated as well. It should not be necessary to duplicate the teams for each drill incorporated.

(2) The Chief Controller should be at the same level as the top-management individual whose portfolio includes responsibility for security at the Port Facility. In many cases, this could be at the Port Facility Security and/or Safety Manager level. This point is emphasized because planning and managing an exercise that involves a significant portion of the resources of a Port Facility may not be effective if the person assigned the task is from an inappropriate level.

(3) Other controllers required are:

(a) One higher controller (Operations)

(b) One lower controller (possibly a Senior Security Supervisor)

c. Participants

All stakeholders in the management of security at the Port Facility should participate:

(1) Port Facility Security and/or Safety Manager

(2) Port Facility Security Officer (PFSO)

(3) Logistics manager

(4) At least one administrative staff member

9. **Demonstration of Unauthorized Items**

a. The principal feature of this exercise is the demonstration, and where possible, hands-on familiarization of some unauthorized items. As many unauthorized items are usually only available to State security forces, arrangements should be made through the Designated Authority to provide the suggested exposure to Port Facility security staff, and if possible, other staff who are likely to encounter such items in the course of their work.



- b. Items that should be highlighted include:

S/NO	ITEM	RECOMMENDED TRAINING		
		DISPLAY	DEMO	HANDS-ON
1	Explosives	✓	✓	✓
2	Improvised explosive devices	✓	✓	-
3	Biological/chemical agent (simulated)	✓	-	-
4	Biological/chemical devices (letters, etc.)	✓	-	-
5	Automatic rifle	✓	✓	✓
6	Hand gun	✓	✓	-
7	Swords and knives	✓	-	-
8	Radio control transmitter	✓	✓	✓
9	Camera	✓	✓	✓

- (1) Display - Staff may view and get hands-on familiarization of the items.
- (2) Demonstration – A demonstration of the use of the item, including building, operating and using and/or firing it.
- (3) Hands-on – Staff will build, operate and use/fire the item under instruction.

10. Resources

a. Location

- (1) Planning and control room for the controllers.
- (2) Planning Room for participants.
- (3) Control Room or Operations Room for the execution phase of the exercise. If the Port Facility has a control or operations room, this should be used. Care should be taken to ensure there is no interference or confusion with normal Port Facility operations.
- (4) Conference Room for the presentation of the proposals to management.



b. Communications

(1) **Equipment**

All the usual Port Facility communications means should be employed. If radio communications (including walkie-talkies) is to be part of the communications means, separate channels (from the usual operating channels) should be nominated for the purposes of the exercise, and a communications plan promulgated. Separate communications channels will also be required for controllers. See example in [Appendix 2](#).

(2) **Code Words**

Code words are used to provide brevity and clarity in communications during the conduct of an exercise. A list of suggested code words is given in [Appendix 2](#). Additional code words may be coined for specific circumstances e.g. the name of the exercise. The code words must be promulgated to all controllers and participants of the exercise.

(3) **Security**

Consideration should be given to the possible disclosure of confidential information (e.g. details in the PFSP) in all exchanges connected with the exercise, and appropriate precautions taken to avoid the release of such information to persons not authorized to receive it.

c. Other requirements

(1) Equipment for the planning phase

- (a) Local layout plans, charts and maps should be used to enhance realism, and the narratives adjusted for local context.
- (b) Wyteboards and wyteboard markers
- (c) PCs, printers and digital projectors
- (d) Photocopier
- (e) Stationery

(2) Equipment for the execution phase will be as per the planning phase, plus standard Control or Operations Room equipment e.g.

(a) Status Boards

- i. Operations status
- ii. Deployment of forces, teams, personnel, vehicles, vessels, etc.
- iii. Logistics status (fuel, water, supplies, breakdown & repair, etc.)
- iv. Personnel status (manning, casualties, etc)



- (b) Log and Record Books
 - i. Operations Log
 - ii. Communications Log
 - iii. Incident Log

- (3) Victuals and refreshments

11. Management endorsement

The Chief Controller should seek approval from management for the conduct of the exercise, as significant top management participation is expected.

CONDUCTING THE EXERCISE

12. Scenario

A scenario synopsis or narrative will be issued to initiate the planning process. The fictitious scenario depicts a situation of increasing unrest in the country with a consequent rise in the maritime security threat to ports and Port Facilities. Port Facilities will have to plan a general response to the increasing maritime security threat, as well as respond to the specific threats presented. The example of a narrative is provided in [Appendix 3](#).

13. Planning Process

a. During the planning phase, participants are expected to develop a comprehensive list of unauthorized items that pose a threat to the Port Facility, and propose the security measures to be undertaken to pre-empt, prevent and respond to them. Participants may use the lists and measures in the PFSP as a basis, or start from scratch as desired.

b. Various planning processes and methods are available to formulate a plan for handling unauthorized items at the Port Facility. These generally provide a systematic framework for planning a task or operation. The following may be considered:

- (1) The guidelines provided in ISPS Code Part B sections 15 and 16.
- (2) The “Threat Evaluation and Risk Assessment” methodology advocated in IMO familiarization courses on the ISPS Code.
- (3) Any other evaluative methodology e.g. ISO DIS 20858 on Ships and Marine Technology — Maritime port facility security assessments and security plan development.



c. The planning may take place over a period of one day, on completion of which a written review of the PFSP's security measures against and responses to unauthorized items presenting at the Port Facility should be prepared.

14. Master Events List

a. During the execution phase of the tabletop simulation exercise, injects from the Master Events List will be introduced by the controllers for responses to be made by participants. A generic Master Events List for this exercise is given in [Appendix 4](#). The EPCT should add to or delete injects given in this list as required.

b. In general, injects should seek to test:

- (1) Command, control and coordination procedures and processes
- (2) Communications channels and procedures.

c. Some topics that may be considered for injects that test responses to unauthorized items are:

- (1) Shipment of cargo with contraband items hidden in it.
- (2) Personnel introducing unauthorized items in personal bags or packages.
- (3) Unauthorized items in unaccompanied baggage.
- (4) Unauthorized items in the mail.
- (5) Vehicles/vessels carrying unauthorized items.
- (6) Unauthorized items projected into the Port facility premises.

d. When the participants need to have some action carried out by a subordinate unit or individual e.g. security guards stationed at the entrance to the Port Facility, they are to message the instruction to the lower controller, who will then respond in appropriate time on the outcome of the action. This response should be consistent with the overall objective of the exercise and specific purpose of the inject.

e. The Chief Controller should monitor the development of the processes and responses by the participants closely, and be prepared to introduce injects to test any initiatives for the measures formulated during the planning stage. These should be incorporated in the Master Events List.



15. Briefings

- a. A briefing to controllers will be conducted by the Chief Controller and should include the following:
 - (1) Objectives of the exercise.
 - (2) Scenario for the exercise.
 - (3) Roles to be played by controllers.
 - (4) Exercise injects, anticipated responses by participants, and feedback to be provided by lower controllers to participants for each response.
- b. A briefing to participants upon commencement of the exercise will include:
 - (1) Organization for the exercise.
 - (2) Details of the administrative and logistics arrangements.
 - (3) Exercise objectives.
 - (4) Task(s) assigned.
 - (5) Issue of narrative no.1.

CONCLUDING THE EXERCISE

16. The exercise is deemed to have been completed when:
 - a. Fresh initiatives in the security measures to be undertaken to pre-empt, prevent and respond to the threat of unauthorized items are recorded.
 - b. The execution phase has been completed with the planned injects employed.
 - c. The Exercise Director so decides.

17. Debrief

- a. Where a full scale or live exercise has been conducted, the debrief of the live components (which may comprise a number of different drills) should be conducted as soon as possible after the exercise, and preferably on the same day. The debrief of the planning and tabletop simulation of the execution phase may be conducted later, as the proposals for the security measures and other operations plan would have been documented, and most decisions and actions recorded in the form of messages.
- b. Numerous messages may have been passed in the course of the execution phase of a tabletop simulation exercise. Only those relevant to specific lessons learnt may need to be preserved for the debrief, if only to serve as reminders for the points to be made.
- c. The Chief Controller should conduct the debrief.



d. A note-taker should be appointed to record the salient points of the discussion and in particular the lessons learnt and any follow-up actions required. Guidance should be provided to the note-taker as to what is to be recorded.

18. Reports

a. A formal report on the exercise should be submitted to management. The report will highlight the lessons learnt and significant recommendations from the review conducted as part of the tabletop simulation. If drills are incorporated in the exercise as the live component, the report should include the lessons learnt from the drills in the format for the drills reports in Volume I Part 2. Where appropriate, a copy of the report should be extended to the Designated Authority. An example of a report for the tabletop simulation is provided at [Appendix 5](#).

b. If there are significant issues and recommendations concerning the security of the Port Facility or proposing certain expenditures, a verbal presentation of the report at a top management meeting should be considered.

19. Records

An ISPS Drills and Exercises Record Book should be maintained by the Port Facility. The following is an example of an entry in the ISPS Drills and Exercises Record Book:

ISPS Port Facility Drills and Exercises Record Book				
DATE	EVENT	TYPE	SUBJECT	REPORT REFERENCE
	<i>Exercise</i>	<i>Port Facility exercise</i>	<i>FE22 – Handling Unauthorised Items</i>	<i>PF/101/08-FE22 dated xx/yy/zzzz</i>

**FE22 TIME-TABLE FOR PLANNING**

DAYS TO EXERCISE	DATE	EVENT	CHECK
D -120		Seek State security agency assistance for familiarization training in handling unauthorized items	
D -90	(calendar	Confirm the exercise date	
D -80		Request participation in the exercise	
D -70	dates to	Confirm budget availability for items and/or services to be employed during the exercise	
D -30	be	Review Volume II Part 1 - Guidelines for the Conduct of Maritime Security Exercises	
D -27	inserted)	Appoint the Exercise Planning and Control Team	
D -21		Convene the initial planning conference	
D -21		Refine the scenario and narratives Adjust the Master Events List	
D -14		Confirm the participants	
D -10		Obtain management endorsement	
D -7		Promulgate the Exercise Administrative Instructions	
D -2		Brief the controllers	
D -1		State training on handling of unauthorized items	
D		Conduct the exercise	
D +1		Record the conduct of the exercise	
By D +5		Conduct the debrief and record the lessons learnt	
By D +7		Discuss follow-up actions with management	
By D +8		Submit the written report on the exercise	

**COMMUNICATIONS**Example Communications Plan

<i>Station</i> \ <i>Channel</i>	<i>PFSO Control Room</i>	<i>Security Guard, Fixed Stations</i>	<i>Security Guard, Roving</i>	<i>Ship / Vessels</i>	<i>High Control</i>	<i>Low Control</i>
<i>Telephone</i>	X	X	-	-	X	X
<i>Mobile</i>	X	X	X	X	X	X
<i>Marine VHF</i>	X	-	-	X	X	-
<i>Walkie-Talkie Ch 1</i>	X	X	X	-	X	X
<i>Walkie-Talkie Ch 2</i>	-	-	-	-	X	X

Example Code Words

Code words are used to provide brevity and clarity in communications during the conduct of an exercise. The code words listed below may be used to control the exercise. They are generally initiated by the Chief Controller.

CODE WORD	MEANING
Exercise Trojan Horse	Exercise name (example only)
Exercise Start	The exercise is to commence
Exercise Suspend	The exercise is temporarily suspended
Exercise Go	The exercise is to resume from where it was suspended
Exercise Stop	The exercise is to be terminated (prematurely)
Exercise End	The exercise is completed
For Exercise	The message or statement that follows this preamble relates to the exercise only, and is not to be confused with real activity. This should be used to prefix all telephone or radio communications relating to simulated events for the exercise e.g. "For exercise, I am from the Black September terrorist group. A bomb has been placed in your lobby."
No Duff	The message or statement that follows this preamble relates to a real event or instruction e.g. "No duff, Mr. KLJ has fallen and cut his hand at the Restricted Area Gate 3. Please send a vehicle to pick him up."



FE 22 SCENARIO SYNOPSIS

NARRATIVE NO. 1

General Security Situation

1. *Although a generally peaceful country with a stable but somewhat corrupt government, the country has of late been beset with problems from a militant band of separatists who are demanding self-rule for their oil rich province from which the largely agriculture and primary-industry based economy obtains most of its GDP. The separatists claim that their province produces most of the country's wealth, but receives only a small proportion of government disbursements, which are pegged to population. The central government, which is located in a populous but relatively poor province has vowed to keep the country together, and has been fighting the militants in a guerilla war for the past 5 years, but without much success in eradicating them.*

2. *Of late, the militants have embarked on a terrorist campaign against government politicians, agencies and the economy to try and gain the upper hand. Street protests have multiplied, and seemingly occur every day in one city or another. A suicide bomber blew himself up in a crowded square in the capital, killing 7 persons and injuring 25 others. Death threats have been received by all the members of the cabinet, including the minister for mining, who hails from the separatists' province. A junior minister was poisoned and died in his own home, although it is uncertain if this was related to the separatist campaign, as there were other circumstances surrounding his murder. Police investigations into his death are continuing, and no arrests have been made.*

Maritime Security

3. *The country has a Navy with some old frigates and landing ships donated by its former colonial masters and new-build patrol boats. In addition to defense against external aggressors, the Navy's role includes maritime security and protection of the EEZ. The Coast Guard is responsible for the policing of the country's territorial waters against economic and maritime security threats such as smuggling. The Coast Guard shares its large fleet of patrol boats with the Customs and Immigration Authority, in that Customs and Immigration officers are embarked and exercise their duties from Coast Guard boats in certain sectors.*

4. *Ports and Ports Facilities and the shipping industry is loosely regulated by the Maritime and Ports Authority, which also functions as the Designated Authority as specified in the ISPS Code.*



5. *Industry sources indicate that there is a significant increase in maritime security incidents such as pilferage and hijackings of cargo, as well as industrial action among stevedores and other port workers. Two days ago, the Chief Executive Officer of a prominent shipping company received a demand for payments in return for protection of the company's ships and cargo in port.*

Security Incidents at the Port Facility

6. *Two weeks ago, there was a small explosion at the fluids tanking facility across the harbor. A fire broke out at a tank which was holding methanol at the time. Fortunately, the fire was extinguished before it could spread, and the surrounding tanks contained non-flammable liquids or were empty. In all 3 tanks were destroyed. According to the PFSO, the cause of the fire is still being investigated.*

7. *This Port Facility has been the subject of surveillance at least twice in the last month. A van was observed parked opposite the goods vehicle entrance at Gate 2. The driver watched activities for almost an hour. When asked, he said he was waiting for someone. Another man was observed filming the Port Facility from inside a motor launch off the ferry terminal. The launch sped off when a Coast Guard vessel appeared nearby on its routine patrols.*

8. *A man was found in the fuel pump room by technicians. When asked what he was doing there, he said he was sent by a maintenance contractor whose name no one had heard of, and quickly left. The technicians did not pursue him and claimed they were under pressure to complete the repair of a faulty valve. They only reported the incident when they were overheard by their supervisor discussing it during a coffee break.*

**FE22 MASTER EVENTS LIST**

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
Date:				
001	0900	High Control	<i>Issue of Narrative No. 1</i>	<i>Planning commences</i>
002	1300	Low Control	<i>A flick knife was found in the haversack of a berthing assistant. He claimed it was his penknife which he always carried with him and used on the job.</i>	<i>To retain the flick knife for safe keeping and inform the worker it will be returned to him when he leaves the Port Facility</i>
003	1320	High Control	<i>X-ray screening of passenger bags found one bag containing a machete. The passenger claimed it was a souvenir he bought at the local market and was taking home with him.</i>	<i>To hand over the machete to ship crew for safe-keeping. The passenger may claim the knife at the Port Facility main entrance upon final disembarkation</i>
004	1330	Low Control	<i>Gate 1 security reports an employee with a can of lighter fluid refill in his bag. He says it is for refilling his cigarette lighter. The employee is a known smoker.</i>	<i>To instruct security to retain for safe-keeping and return to employee upon checkout.</i>
005	1340	Low Control	<i>X-ray of an export consignment of automatic rifles from an armaments factory shows a large quantity of hand grenades. There are no hand grenades listed in the declaration forms and bill of lading</i>	<i>To contact consignor for verification. To report to Customs and Police</i>
006	1350	High Control	<i>MV Phantom's SSO reported that the ship has found a quantity of bullets on board, suspected to have been embarked at this Port Facility</i>	<i>To liaise with MV Phantom and Police for the investigation</i>



SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
007	1400	High Control	<i>MV Phantom has decided to implement Security Level 2 measures and requests for a DoS unless the Port Facility also increases its Security Level measures</i>	<i>To decide on Security Level measures to implement</i>
008	1430	High Control	<i>Management has decided to implement Security Level 2 measures in case the massive surge in the number of security incidents today indicates imminent terrorist activity, with the possibility of a concerted attack against this Port facility</i>	<i>To implement Security Level 2 measures. To inform DA, other ships and adjacent facilities</i>
009	1440	Low Control	<i>Gate 1 security reports a camera found in the glove compartment of the HR Manager's car. She said she forgot about it after a weekend out with her family</i>	<i>To instruct security to retain for safe-keeping and return to the HR Manager upon checkout.</i>
010	1450	Low Control	<i>Security patrol spotted a package being thrown over the fence and into the Port Facility</i>	<i>To cordon off area, and coordinate with State security agencies to investigate the package or, upon guidance from State agencies, to instruct security patrol to leave it alone and set a trap for whoever retrieves it</i>
011	1455	Low Control	<i>Security Control Room reports that a man was seen on security camera 6 throwing a package over the fence with the aid of a sling and a pole</i>	<i>To extract the section of the video recording for Police investigation</i>



SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
012	1500	Low Control	<i>Security patrol has retrieved the package as it is soft and does not appear to be explosives Note: It is assumed that security staff are unlikely to be trained to handle suspicious packages. This is an intentional handling error introduced to test security management responses</i>	<i>To investigate</i>
013	1510	High Control	<i>The package contains raw beef laced with a black substance, which was sent to the lab for analysis. It is assessed that the item is poisoned meat in an attempt to get rid of the Port Facility's sniffer dogs</i>	<i>To arrange for lab analysis</i>
014	1545	High Control	<i>Consignee is enquiring about his cargo of fireworks that was supposed to have been unloaded from MV Phantom yesterday and delivered</i>	<i>To investigate</i>
015	1550	Low Control	<i>Cargo security reported that the container of fireworks cargo that arrived yesterday was unloaded but the documentation cannot be traced, and there is no information of the whereabouts of the cargo</i>	<i>To investigate and check cargo in the Port Facility</i>
016	1555	Low Control	<i>Clerk opening the mail was exposed to a little perfumed white powder. A note in the envelope said that the next time, it would be the real thing. There was no demand for money</i>	<i>To keep evidence and report to Police</i>



SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
<i>017</i>	<i>1600</i>	<i>Low Control</i>	<i>Vehicle undercarriage inspection revealed what appeared to be a bomb strapped to the chassis next to the fuel tank of a van. The driver claimed to be sending ships stores to MV Phantom. He had changed his identity document for a Port Facility temporary pass, and a vehicle pass. The driver argued about alighting for the inspection, but did so reluctantly and was talking loudly to the security staff. The security staff inspecting the vehicle reported the suspected bomb quietly to the supervisor. The driver, who was watching and talking all the time, suspected something was amiss and made a dash for his vehicle, but was caught and subdued after a brief struggle.</i>	<i>To evacuate area and report to Police</i>

Notes:

1. This Master Events List is prepared for a tabletop simulation exercise. If drills are added for a full scale or live exercise, the Master Events List for the drills should be incorporated.
2. The dates and times reflected in the Master Events List are exercise dates and times. Actual dates and times will be determined by the Controllers when planning for the exercise. However, controllers may choose to adopt the times indicated here as actual time.



EXAMPLE REPORT

REPORT ON THE CONDUCT OF SECURITY EXERCISE FE22

INTRODUCTION

1. *Exercise FE22 from the APEC Manual of Maritime Security Drills and Exercises Volume II Part 2 was conducted by this Port Facility to familiarize personnel with items considered a security threat to the Port Facility and to practice the measures and responses to the discovery of such unauthorized items.*

AIM

2. *The aim of this report is to highlight the lessons learnt and recommendations for implementation by management and security staff of the Port Facility.*

PARTICIPANTS

3. *Exercise Direction and Control*

- a. *Exercise Director - Mr. _____ Deputy Director, Operations*
- b. *Exercise Chief Controller – Mr. _____ Manager, Port Services*
- c. *Exercise High Controller - Mr. ____ Asst. Manager, Business Development*
- d. *Low Controller - Ms. _____ Manager, Training*

4. *Exercise Participants*

- a. *Mr. _____ Senior Manager, Engineering Services*
- b. *Mr. _____ Manager, Safety and Security*
- c. *Mr. _____ PFSO*
- d. *Mr. _____ Chief Security Supervisor*

EXERCISE OBJECTIVE

5. *The exercise was planned to:*

- a. *Undertake a comprehensive inventory of items considered a threat to the security of the Port Facility and therefore not authorized for free access into the premises unless by special permission or as legitimate cargo.*
- b. *Validate the responses to such security threats.*
- c. *Practice the command, control, coordination and communications for security activities both within and beyond the Port Facility.*



FORMAT OF THE EXERCISE

6. *The exercise was conducted in three phases as follows:*
 - a. *Phase I – After lengthy negotiations with State security agencies, familiarization training on some threat items such as explosives and weapons was arranged for 7 Port Facility staff. This was held at the Army Training School on date. The staff derived great satisfaction and value from the training, which included hands-on practice on automatic rifles and handguns at the firing range. Unfortunately, the Army did not agree to hands-on training with explosives although a live-firing demonstration was carried out.*
 - b. *Phase II – This was the planning phase held on the morning of date. It focused on the Port Facility's recognition of the threat from unauthorized items as well as the responses to those threats, wherein the participants produced a written list of all unauthorized items and the likely techniques for their illegal entry into the Port Facility premises.*
 - c. *Phase III – During this phase, held on the afternoon of date, the controllers issued a narrative followed by injects or incidents pertaining to the entry of unauthorized items. Participants practiced the command, control and communications for handling of unauthorized items in the Port Facility.*

PLANNING PHASE

7. *The following items were identified during the planning phase:*
 - a. *Shipment of cargo with contraband items hidden in it.*
 - b. *Personnel introducing unauthorized items in personal bags or packages.*
 - c. *Unauthorized items in unaccompanied baggage.*
 - d. *Unauthorized items in the mail.*
 - e. *Vehicles/vessels carrying unauthorized items.*
 - f. *Unauthorized items projected into the Port facility premises.*



LESSONS LEARNT FROM THE EXECUTION PHASE

8. ***Arms and explosives found on board***

a. *The presence of dangerous goods such as arms and explosives must be treated with special consideration as they invariably come under some form of State control, even if they are not discovered in operational form i.e. a bomb. Thus, State authorities must be notified without delay. A close watch by reliable staff must be maintained to ensure safety and security, and proper documentation must be completed upon handing over to the State authorities. The situation may be complicated by such items being found on board ships, and should be managed between the SSO, PSFO, and the State authorities.*

b. *Procedures for the following should be specified in the PFSP:*

- (1) Removal of the items*
- (2) Investigation of the screening provided by the Port Facility*
- (3) Source of the items*
- (4) Removal by State authorities*

9. ***Dangerous unauthorized items in the mail***

a. *Apart from the possibility of hoaxes and criminal extortion, it is not expected that a dangerous substance attack on the Port Facility would be a significant threat, given its rarity and difficulty in handling, etc. Nevertheless, such an attack cannot be ruled out in a terrorist threat environment, as it will cause a major dislocation of Port Facility services, and even the total shut-down of the Port Facility if a crucial area such as the control centre is hit.*

b. *Damage control and mitigation procedures should be incorporated in the PFSP as follows:*

- (1) Isolate affected personnel and area*
- (2) Shut down ventilation systems such as air-conditioning and fans*
- (3) Call for urgent State assessment, assistance and intervention*
 - (a) Specialist emergency teams*
 - (b) Medical assistance*

10. ***Unauthorized items projected into Port Facility premises***

a. *A wide range of unauthorized items may be launched into the premises from outside the fence, from contraband to explosive devices and, as demonstrated in this exercise, poisoned foodstuff. Other than explosive devices and poisoned foodstuff targeting patrol animals, contraband and other smuggled items assume a recipient within the Port Facility, in which case internal security and intelligence are important defences.*



b. *Deterrent measures recommended for implementation are:*

- (1) Surveillance cameras to cover the contiguous zone outside Port Facility premises*
- (2) Security lighting with coverage over the contiguous zone to supplement street lighting, etc.*

FOLLOW-UP ACTION

11. Most of the areas covered in this exercise on unauthorized items are adequately covered in the PFSP. The PFSO will monitor the recommendations noted in the significant lessons learnt above for implementation and revisions to the PFSP, where appropriate.

CONCLUSION

12. This exercise has been useful in identifying the shortcomings in the PFSP for both deterrent measures and responses to the introduction of unauthorized items into the Port Facility. The exercise brought together the stakeholders with accountability for the task, both directly and indirectly to work on the issues affecting the associated security measures. The recommendations should be implemented promptly in order to realize the benefits from enhanced Port Facility security, in recognition of the very real threats demonstrated during the exercise.

XYZ Port Facility
Maritime Security Exercise

Controller Briefing

date

Handling Unauthorised Items

Exercise FE22

Handling Unauthorised Items

Scope

- Schedule
- Aim
- Objectives
- Required attainments
- Controllers
- Participants
- Exercise Format
- Exercise Product
- Scenario
- Controller Tasks
- Master Events List
- Communications
- Code Words
- Safety
- Resources
- Debrief



Handling Unauthorised Items

Schedule

- Start:
- Estimated End:
- Location:
- Debrief:
- Report by:

Handling Unauthorised Items

Aim

To practice personnel in their handling of unauthorised items in order to enhance their competence in managing the maritime security task



Handling Unauthorised Items

Objectives

- To provide familiarisation training in unauthorised items
- To validate the Port Facility's measures against unauthorised items
- To practice the command, control, coordination and communications for security activities both within and beyond the Port Facility

Handling Unauthorised Items

Required Attainments

Participants will be able to

- Recognise unauthorised items and manage them competently
- Handle certain unauthorised items safely
- Plan and implement measures against unauthorised items and respond appropriately to them if discovered.

Handling Unauthorised Items

Exercise Director

Operations Manager, Mr. BBB

Control Team

- Chief Controller: Deputy Ops Mgr, Mr. AAA
- High Controller (Ops): Safety Mgr, Mr. DDD
- Low Controller: Snr Security Sup, Mr. XXX

Handling Unauthorised Items

Participants

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Handling Unauthorised Items

Exercise Format

Phase 1: Familiarisation training on threat weapons to be conducted by the Army Training School

Phase 2: Participant planning of preventive measures and responses against unauthorised items

Handling Unauthorised Items

Exercise Format

Phase 3: Tabletop simulation “execution” phase where participants will respond to controller “injects” of incidents

Phase 4: Drills incorporated for live exercise

Handling Unauthorised Items

Exercise Product

Participants are expected to develop a comprehensive list of unauthorised items that pose a threat to the Port Facility, and propose the security measures to be undertaken to pre-empt, prevent and respond to them



Handling Unauthorised Items

Scenario

Narrative

- Unrest in the country by separatists
- Suicide bomb
- Pilferage and hijacking of cargo
- Protection racket imposed on port facilities
- Explosion at nearby port facility
- Surveillance carried out on this Port Facility

Handling Unauthorised Items

Controller Tasks

PLANNING

- To guide participants and provide scenario information
- To record observations and recommendations

TABLETOP SIMULATION

- To introduce injects to trigger participants' responses
- To record observations and recommendations

Handling Unauthorised Items

Master Events List

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
001	0900	High Control	Issue of Narrative No. 1	Planning commences
002	1300	Low Control	A flick knife was found in the haversack of a berthing assistant. He claimed it was his penknife which he always carried with him and used on the job.	To retain the flick knife for safe keeping and inform the worker it will be returned to him when he leaves the Port Facility
003	1320	High Control	X-ray screening of passenger bags found one bag containing a machete. The passenger claimed it was a souvenir he bought at the local market and was taking home with him.	To hand over the machete to ship crew for safe-keeping. The passenger may claim the knife at the Port Facility main entrance upon final disembarkation
004	1330	Low Control	Gate 1 security reports an employee with a can of lighter fluid refill in his bag. He says it is for refilling his cigarette lighter. The employee is a known smoker.	To instruct security to retain for safe-keeping and return to employee upon checkout.
005	1340	Low Control	X-ray of an export consignment of automatic rifles from an armaments factory shows a large quantity of hand grenades. There are no hand grenades listed in the declaration forms and bill of lading	To contact consignee for verification. To report to Customs and Police

Handling Unauthorised Items

Master Events List

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
006	1350	High Control	MV Phantom's SSO reported that the ship has found a quantity of bullets on board, suspected to have been embarked at this Port Facility	To liaise with MV Phantom and Police for the investigation
007	1400	High Control	MV Phantom has decided to implement Security Level 2 measures and requests for a DoS unless the Port Facility also increases its Security Level measures	To decide on Security Level measures to implement
008	1430	High Control	Management has decided to implement Security Level 2 measures in case the massive surge in the number of security incidents today indicates imminent terrorist activity, with the possibility of a concerted attack against this Port facility	To implement Security Level 2 measures. To inform DA, other ships and adjacent facilities
009	1440	Low Control	Gate 1 security reports a camera found in the glove compartment of the HR Manager's car. She said she forgot about it after a weekend out with her family	To instruct security to retain for safe-keeping and return to the HR Manager upon checkout.

Handling Unauthorised Items

Master Events List

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
010	1450	Low Control	Security patrol spotted a package being thrown over the fence and into the Port Facility	To cordon off area, and coordinate with State security agencies to investigate the package or, upon guidance from State agencies, to instruct security patrol to leave it alone and set a trap for whoever retrieves it
011	1455	Low Control	Security Control Room reports that a man was seen on security camera 6 throwing a package over the fence with the aid of a sling and a pole	To extract the section of the video recording for Police investigation
012	1500	Low Control	Security patrol has retrieved the package as it is soft and does not appear to be explosives Note: It is assumed that security staff are unlikely to be trained to handle suspicious packages. This is an intentional handling error introduced to test security management responses	To investigate
013	1510	High Control	The package contains raw beef laced with a black substance, which was sent to the lab for analysis. It is assessed that the item is poisoned meat in an attempt to get rid of the Port Facility's sniffer dogs	To arrange for lab analysis

Handling Unauthorised Items

Master Events List

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
014	1545	High Control	Consignee is enquiring about his cargo of fireworks that was supposed to have been unloaded from MV Phantom yesterday and delivered	To investigate
015	1550	Low Control	Cargo security reported that the container of fireworks cargo that arrived yesterday was unloaded but the documentation cannot be traced, and there is no information of the whereabouts of the cargo	To investigate and check cargo in the Port Facility
016	1555	Low Control	Clerk opening the mail was exposed to a little perfumed white powder. A note in the envelope said that the next time, it would be the real thing. There was no demand for money	To keep evidence and report to Police

Handling Unauthorised Items

Master Events List

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
017	1600	Low Control	Vehicle undercarriage inspection revealed what appeared to be a bomb strapped to the chassis next to the fuel tank of a van. The driver claimed to be sending ships stores to MV Phantom. He had changed his identity document for a Port Facility temporary pass, and a vehicle pass. The driver argued about alighting for the inspection, but did so reluctantly and was talking loudly to the security staff. The security staff inspecting the vehicle reported the suspected bomb quietly to the supervisor. The driver, who was watching and talking all the time, suspected something was amiss and made a dash for his vehicle, but was caught and subdued after a brief struggle.	To evacuate area and report to Police

Handling Unauthorised Items

Communications

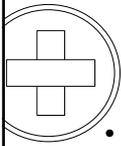
- Messages
- Email
- Telephone
- Other communications means as required for drills (if incorporated)



Handling Unauthorised Items

Code words

CODE WORD	MEANING
Exercise Trojan Horse	Exercise name (example only)
Exercise Start	The exercise is to commence
Exercise Suspend	The exercise is temporarily suspended
Exercise Go	The exercise is to resume from where it was suspended
Exercise Stop	The exercise is to be terminated (prematurely)
Exercise End	The exercise is completed
For Exercise	The message or statement that follows this preamble relates to the exercise only, and is not to be confused with real activity. This should be used to prefix all telephone or radio communications relating to simulated events for the exercise e.g. "For exercise, I am from the Black September terrorist group. A bomb has been placed in your lobby."
No Duff	The message or statement that follows this preamble relates to a real event or instruction e.g. "No duff, Mr. KLJ has fallen and cut his hand at the Restricted Area Gate 3. Please send a vehicle to pick him up."



Handling Unauthorised Items

Safety

- Compliance with Army safety requirements during the demonstration
- No special safety considerations for the planning and tabletop simulation
- Drill safety precautions and RAM to be implemented if drills are incorporated as part of a full scale or live exercise

Handling Unauthorised Items

Resources

- Army Training School:
 - Familiarisation training in threat weapons
- Main Conference Room:
 - Participants planning room
- Operations Control Room:
 - Exercise control and execution

Handling Unauthorised Items

Resources

- Higher Controller (Ops) to arrange for:
 - Plan of the Port Facility
 - Map of the Port Facility precinct
 - Chart of the Port Facility harbour area
 - Laptop, projector and screen
 - Wyteboard and supply of wyteboard markers
 - Photocopier and stationery

Handling Unauthorised Items

Debrief

- Location:
- Secretary:
- Attendance
-
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Handling Unauthorised Items



end

XYZ Port Facility
Maritime Security Exercise

Participant Briefing

date

Handling Unauthorised Items

Exercise FE22

Handling Unauthorised Items

Scope

- Review
- Schedule
- Aim
- Objectives
- Required attainments
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- Exercise Format
- Exercise Product
- Scenario
- Communications
- Code words
- Safety
- Resources
- Debrief
- ISPS update
- Maritime security update



Handling Unauthorised Items

Review of Previous Port Facility Exercise

Date conducted:

Objectives:

Lessons Learnt:

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-
-

Handling Unauthorised Items

Schedule

- Start:
- Estimated End:
- Location:
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Handling Unauthorised Items

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Handling Unauthorised Items

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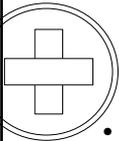


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Handling Unauthorised Items



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Handling Unauthorised Items

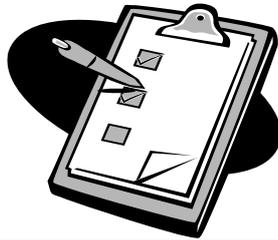
Resources

- Deputy Operations Manager to arrange for:
 - All operations and administrative stateboards
 - Logs and record books
- Logistics Manager to arrange for:
 - Victuals and refreshments

Handling Unauthorised Items

Debrief

- Location:
- Secretary:
- Attendance
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Handling Unauthorised Items

Updates on the ISPS Code and local Regulations

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Handling Unauthorised Items

Developments in Maritime Security



Handling Unauthorised Items

end