



Exercise	FE24
Category	Port Facility Exercises
Type	Cargo and Ships' Stores
Security Level	1 and 2
References	1. Port Facility Security Plan 2. Relevant Port Facility security instructions, regulations and memorandums 3. APEC Manual of Maritime Security Drills and Exercises Vol II Part 1 – Guidelines for the Conduct of Maritime Security Exercises 4. ISPS Code Part A sections 14.2, 16.3 and Part B sections 15.7, 15.11, 16.8, 16.9 and 16.30 to 16.44

INTRODUCTION

1. By their sheer volume and frequency, the movement of cargo and ships' stores constitute the biggest challenge to Port Facility security. Moreover, cargo is not homogenous, with a huge variety in the nature of goods passing through Port Facilities, ranging from bulk ore to liquids, from vehicles to timber. Even those that may be considered uniform in nature, such as containers, present their own set of problems. Containers introduce inherent difficulties and expense in screening them speedily. Without the availability of a VACIS gamma-ray scanner, even the selective inspection of containers becomes a hit-and-miss affair. On the whole though, containers are vastly more secure than any other previous means of conveying break bulk cargo.

2. In their respective operating procedures, Port Facilities must make the best of their capabilities to enforce effective security in the handling of cargo and ships' stores, the primary concern being the movement of large amounts of contraband arms and explosives.

3. This exercise will require participants to examine their cargo and ships' stores handling processes and equipment. The exercise should also include external agencies involved in the handling of cargo and ship stores in order to obtain a holistic picture of security for the entire process. It will include a tabletop simulation in the execution phase, during which participants will respond to the injects and note any associated incidents (or new incidents) that may have an impact on cargo and ship stores security that may not have been previously considered. Selected drills from 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 the handling of cargo and ship stores security in order to enhance their competence in managing the maritime security task.
5. The principal objectives are:
 - a. To examine the cargo and ship stores handling processes and equipment from a security perspective and formulate procedures and/or recommend equipment to enhance security in the handling of cargo and ship stores.
 - b. 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 would be able to:
 - a. Identify and describe the characteristics of effective security in the handling of cargo and ship stores.
 - b. Recognize shortcomings in cargo and ship stores the security handling at the Port Facility.
 - c. Plan and implement new processes or equipment for the enhancement of security in the handling of cargo and ship stores.

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 4 - 8 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 this exercise may be limited to 2 or 3 persons. 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

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

- (a) Port Facility Security and/or Safety Manager
- (b) Port Facility Security Officer (PFSO)
- (c) Logistics manager
- (d) At least one administrative staff member

(2) In addition, some stakeholders in the preparation and movement, and security of cargo and ship stores to the Port Facility should be invited to participate in the planning phase. This will include shippers, packers, transportation, and security company representatives.

9. **Resources**

a. Location

(1) Planning and control room for the controllers.

(2) Planning/Control Room or Operations Room for the participants. 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.



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

(a) Local layout plans, charts and maps should be used to enhance realism, and the narratives adjusted for local context.

(b) 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)

(c) Log and Record Books

- i. Operations Log
- ii. Communications Log
- iii. Incident Log



- (d) Wyteboards and wyteboard markers
- (e) PCs, printers and digital projectors
- (f) Photocopier
- (g) Stationery

- (3) Victuals and refreshments

10. 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

11. Scenario

A scenario synopsis or narrative will be issued to describe the simulated situation. The fictitious scenario depicts a relatively stable country facing an increasing maritime security threat to ports and Port Facilities from criminal activity disguised as religious militancy. Participants will be expected to respond to the security incidents presented. The narrative is provided in [Appendix 3](#). Controllers may wish to adjust the scenario to suit local circumstances.

12. Planning Process

- a. In the first (planning) phase of the exercise, participants are expected to discuss the maritime security threats to cargo and ship stores both within and beyond the immediate responsibility of the Port Facility. The details of the discussion are provided in the convening advice for the meeting at [Appendix 4](#).
- b. Various planning processes and methods are available to formulate a plan for handling the security measures for cargo and ship stores 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 exercise may take place over a period of one day, on completion of which a written review of the potential security incidents and the proposed adjustments, if any, to the PFSP to account for them, should be prepared. If possible, a copy of that part of the report pertaining to the discussion should be extended to the external participants.

13. Master Events List

a. A non-exhaustive Master Events List for this exercise is given in **Appendix 5**. The EPCT should add to or delete injects given in this list as required.

b. The Chief Controller should monitor the participants' responses to the security incidents introduced or "injected" during the conduct of the exercise in order to further develop the unfolding scenario, as well as to record new or novel responses for adjustments and improvements to the PFSP.

c. The injects should seek to test:

- (1) The means and procedures relating to security measures for cargo and ship stores.
- (2) Command, control and coordination procedures and processes.
- (3) Communications channels and procedures.

d. Some topics that may be considered for injects for cargo and ship stores security measures are:

- (1) Containers with broken or missing seals.
- (2) Cargo and ship stores do not match bill of lading or delivery order.
- (3) Tampering with cargo and ship stores.
- (4) Contraband in cargo and ship stores.
- (5) Hijacking or pilferage of cargo and ship stores.
- (6) Weapons and explosives in cargo and ship stores.
- (7) Attack by personnel hidden in containers.



e. Injects from the Master Events List are to be issued by the Chief Controller to be acted upon by the participants. 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.

f. In issuing the injects, and during the ensuing interaction with the participants on those injects, controllers should record and incorporate in the Master Events List, on-the-fly, any new security incident that may arise.

g. In responding to the injects, participants should record the following:

- (1) Measures to prevent the security incident at the Port Facility.
- (2) Measures to respond to the security incident should they occur.

14. 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, examples of 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

15. The exercise is deemed to have been completed when:

a. Security incidents not previously documented are noted, and preventive measures and accepted responses not previously specified have been recorded for subsequent consideration.



- b. The planned injects have been employed and the requisite results recorded.
- c. The Exercise Director so decides.

16. **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 tabletop simulation may be conducted later, as the desired outcomes would have been recorded as per the required attainments.
- 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. Appoint a note-taker 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.

17 **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 outcomes 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 exercise is provided at [Appendix 6](#).
- 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.



18 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>FE24 – Cargo and Ships' Stores</i>	<i>PF/101/08-FE24 dated xx/yy/zzzz</i>

**FE24 TIME-TABLE FOR PLANNING**

DAYS TO EXERCISE	DATE	EVENT	CHECK
D -60	(calendar	Confirm the exercise date Request participation in the exercise	
D -30	dates to be	Confirm budget availability for items and/or services to be employed during the exercise Review Volume II Part 1 - Guidelines for the Conduct of Maritime Security Exercises	
D -27		Appoint the Exercise Planning and Control Team	
D -21	inserted)	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		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>	<i>X</i>	<i>X</i>	<i>-</i>	<i>-</i>	<i>X</i>	<i>X</i>
<i>Mobile</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>
<i>Marine VHF</i>	<i>X</i>	<i>-</i>	<i>-</i>	<i>X</i>	<i>X</i>	<i>-</i>
<i>Walkie-Talkie Ch 1</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>-</i>	<i>X</i>	<i>X</i>
<i>Walkie-Talkie Ch 2</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>X</i>	<i>X</i>

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 24 SCENARIO SYNOPSIS

NARRATIVE NO. 1

General Security Situation

1. *A booming economy has led to unprecedented levels of wealth in the country. All sectors of the economy are performing reasonably well, in particular the commodities sector with record prices for its agricultural produce. Earlier moves to industrialization had worked well to provide factory jobs for its urban population, but many of these were in multi-national companies based in the developed nations, and when cheap labor became available elsewhere, they have either re-located, or downsized their operations, leaving many unemployed. Some have migrated successfully to service industries like tourism, but with many unable to make the transition to higher value-added work, the level of unemployment is currently quite high.*

2. *The government has become a significant “employer of last resort”, and as a result is able to offer a fairly high level of public services. Competencies however, are relatively low and corruption is rife. There is an undercurrent of dissatisfaction despite a veneer of prosperity, and a rising tide of religious fundamentalism being used by radicals to further their personal agendas. These manipulators, with profit as their sole objective, have seized the opportunity to engage in religious militancy as a cover for a wide range of illicit activity, from petty thievery to drug peddling, extortion, kidnapping and murder.*

Maritime Security Situation

3. *The pilferage of cargo and ship stores at ports and port facilities have become rampant, and even cargoes of agricultural exports like rice have been affected. Militancy has come to port workers and there have been a few cases of cargo being deliberately destroyed by dockworkers in disputes over pay and working conditions. Port Facilities have also suffered from the hijacking of cargo and ships stores awaiting delivery being stolen from their premises.*

4. *In view of the increase in the maritime security threat against cargo, the Designated Authority has asked all Port Facilities to perform an immediate review of their cargo and ship stores handling operations and procedures in preparation for a Workshop it intends to convene among stakeholders to address the situation.*



FE24 - EXAMPLE CONVENING ADVICE

Port Facility address

Date:

To: See Distribution List

PORT FACILITY SECURITY EXERCISE

Reference: ISPS Code Part A section 18.4 and Part B section 18.6

INTRODUCTION

1. *This Port Facility will be conducting a maritime security exercise on date from 0900 to 1630, as part of our obligations to the International Ship and Port facility Security (ISPS) Code. The exercise this year will focus on the security of cargo and ship stores. The first part of the exercise, to be conducted from 0930 to 1200, will be a meeting of stakeholders in the cargo and ship stores handling process to review the security threats, preventive measures and responses to security incidents in relation to the preparation, packaging, transportation and handling of cargo and ship stores.*
2. *The discussion will be conducted in accordance with the agenda below. Your company's participation with a suitable representative to take part in the discussion and exercise would be greatly appreciated. On completion, the Exercise Director will host lunch at the VIP Upmarket restaurant nearby.*
3. *Agenda*
 - a. *Introduction to the Port Facility including briefing on Port Facility operations and tour.*
 - b. *General situation and assessment*
 - c. *Threat assessment*
 - (1) *Containers with broken or missing seals.*
 - (2) *Cargo and ship stores do not match bill of lading or delivery order.*
 - (3) *Tampering with cargo and ship stores.*
 - (4) *Contraband in cargo and ship stores.*
 - (5) *Hijacking or pilferage of cargo and ship stores.*



- (6) *Weapons and explosives in cargo and ship stores.*
 - (7) *Attack by personnel hidden in containers.*
 - (8) *Any others.*
- d. *Preventive measures*
- (1) *Security checks of containers.*
 - (2) *Security checks before and during packing.*
 - (3) *Tamper-proof locks.*
 - (4) *Armed escort for high-value cargo.*
 - (5) *Handing-over procedures.*
 - (6) *Scanning and other equipment.*
 - (7) *Security in the Port Facility.*
 - (8) *Any others.*
- e. *Responses to incidents*
- (1) *Upon discovery of an incident at the respective check points.*
 - (2) *During transportation.*
 - (3) *Cargo and ship stores security checking equipment, including maintenance and repair.*
 - (4) *Procedures and processes.*
 - (5) *Interaction with ships on cargo and ship stores security issues.*
 - (6) *Any others.*



f. Any other matters.

*Signed
Mr. XXX
PFSO*

Distribution (external):

*General Manager, AAA Shipping Company Ltd
General Manager, BBB Containerisation and Packaging PLC
General Manager, CCC Prime Movers Transportation PLC
General Manager, DDD Ship Chandlers Pty
General Manager, EEE Security Services PLC*

Distribution (internal):

*CEO
Director, Operations
Senior Manager, Safety and Security*

**FE24 MASTER EVENTS LIST**

SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
<i>Date:</i>				
001	0900	<i>Exercise Director</i>	<i>Welcome speech and brief on the exercise</i>	<i>Attend</i>
002	0910	<i>High Control</i>	<i>Issue of Narrative No. 1</i>	<i>Read</i>
003	0915	<i>Exercise Director</i>	<i>Tour of port Facility</i>	<i>Attend</i>
004	0945	<i>Exercise Director</i>	<i>Meeting commences</i>	<i>Discuss cargo and ship stores issues</i>
005	1330	<i>Low Control</i>	<i>Container entrance security reports a container with seal broken</i>	<i>To order and supervise appropriate procedure</i>
006	1345	<i>Low Control</i>	<i>Container entrance security reports all in order with container with broken seal.</i>	<i>To prepare reports to shippers and transporters as required</i>
008	1350	<i>High Control</i>	<i>Container operations reports that a container scheduled to arrive at the Port Facility has not turned up, and loading will be affected</i>	<i>To enquire with shippers</i>
009	1410	<i>High Control</i>	<i>Shipper has contacted transporters and there is no trace of the container or the transporters prime mover</i>	<i>To advise shippers to make a Police report</i>
010	1415	<i>Low Control</i>	<i>Police report a shipment of cocaine among other goods in a container</i>	<i>To facilitate Customs and Police search for container</i>
011	1425	<i>Low control</i>	<i>Truck carrying ship stores for MV GGG granted access</i>	<i>To inform MV GGG of truck arrival</i>



SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
012	1435	High Control	<i>MV GGG reports ships stores did not arrive</i>	<i>To commence search of Port Facility</i>
013	1445	Low Control	<i>Truck found parked near canteen. Driver and his partner say they stopped for a drink</i>	<i>To inform MV GGG. To address PF routing of vehicles within the Port Facility and permissible actions of driver and partner with the transport company</i>
014	1525	High Control	<i>Ship chandler reports that they have received a complaint from MV GGG about short delivery of sugar and coffee in the ship stores, but correct amounts were dispatched</i>	<i>To investigate Port Facility canteen operator's supplies</i>
015	1530	Low Control	<i>Police dogs trace container and cocaine is found</i>	<i>To coordinate with Police on the report</i>
016	1535	Low Control	<i>In-coming cargo of farm machinery in container screened and suspected to contain weapons</i>	<i>To liaise with shipper and Customs and order check</i>
017	1545	Low Control	<i>Cargo confirmed to contain undeclared automatic rifles and ammunition, including rocket propelled grenades</i>	<i>To hand over to Police and Customs for investigation</i>
018	1550	Low Control	<i>Security Patrol reports container with broken seal</i>	<i>To verify contents against cargo manifest. To determine if seal was reported broken by Container entrance security</i>
019	1600	High Control	<i>Report indicates possible terrorist action against a ship at the Port Facility</i>	<i>To order Security Level 2 measures</i>
020	1610	Low Control	<i>Container entrance security reports new refrigerated container being delivered for cruise liner MV HHH</i>	<i>To scan container with VACIS or other means</i>
021	1615	High Control	<i>Operations confirms items missing from container</i>	<i>To report to shipper, insurer, Police</i>



SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
022	1625	<i>Low Control</i>	<i>VACIS shows at least 15 persons inside the refrigerated container for MV HHH</i>	<i>To alert State security forces</i>
023	1700	<i>High Control</i>	<i>State security forces advise hoisting the refrigerated container and opening container doors in mid-air</i>	<i>To comply</i>
024	1715	<i>High Control</i>	<i>15 terrorists surrender. They had intended to break out from the container when the liner is at sea and hijack it</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 FE24

INTRODUCTION

1. *Exercise FE24 from the APEC Manual of Maritime Security Drills and Exercises Volume II Part 2 was conducted by this Port Facility on date. The highlight of the exercise was a multi-lateral brain-storming session to discuss the maritime security threats to cargo and ship stores within the Port Facility, as well as in the packing and transportation to the Port Facility. Subsequent to the exercise, the PFSP will be updated to incorporate the findings and lessons learnt from the discussions and the conduct of the tabletop simulation that followed.*

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. _____ CEO*
- b. *Exercise Chief/High Controller – Mr. _____ Deputy Director, Operations*
- c. *Low Controller - Mr. _____ Assistant Manager, Port Services*

4. *Exercise Participants*

a. *Phase I - Discussion*

- (1) *Mr. _____ Operations Manager, AAA Shipping Company Ltd*
- (2) *Mr. _____ Manager, Safety and Security, BBB Containerisation and Packaging PLC*
- (3) *Mr. _____ Operations Supervisor, CCC Prime Movers Transportation PLC*
- (4) *Mr. _____ Manager, Business Development, DDD Ship Chandlers Pty*
- (5) *Mr. _____ General Manager, EEE Security Services PLC*
- (6) *Mr. _____ Director Operations*
- (7) *Mr. _____ Manager, Safety and Security*
- (8) *Mr. _____ PFSO*
- (9) *Mr. _____ Chief Security Supervisor - Secretary*



b. Phase II – Tabletop simulation

- (1) Mr. _____ *Manager, Safety and Security*
- (2) Ms. _____ *Manager, Training*
- (3) Mr. _____ *PFSO*
- (4) Mr. _____ *Chief Security Supervisor*

EXERCISE OBJECTIVE

5. *The primary objective of the exercise was to review the measures and procedures in the PFSP to prevent and/or respond to security threats to cargo and ship stores, and to practice the command, control, coordination and communications for security activities both within and beyond the Port Facility.*

FORMAT

6. *Phase I of the exercise, the planning phase, was conducted as a brainstorming session involving this Port Facility’s strategic partners and fellow stakeholders in the security of cargo and ship stores. The discussion itemised the range of security threats faced by cargo and ship stores during the packaging, transportation, delivery, storage and loading processes. The meeting then went on to address the preventive measures that may be employed to lessen the threat and the possible responses to mitigate the consequences of any security incident affecting cargo and ship stores.*

7. *In the second phase, the exercise was executed as a tabletop simulation, with the controllers issuing injects, and participants responding as required. Participation during this phase involved only Port Facility personnel. Participants recorded the measures they planned in order to pre-empt such security incidents, and their responses to those incidents, where these were different from that specified in the PFSP.*

LESSONS LEARNT AND RECOMMENDATIONS

8. *The incidents, preventive measures, techniques or responses not previously accounted for in the PFSP are detailed as follows, and the PFSP should be updated to include the measures and procedures specified:*

a. Pilferage by Port Facility employees and contractors such as canteen operators

- (1) *The Port facility will work with shippers and transportation companies to reduce the idle time that cargo spends in the Port Facility waiting to be loaded on ships or transported away. This will reduce the opportunities for tampering and pilferage of cargo.*



(2) *Further measures were developed to reduce the opportunity for cargo manifests to be leaked to persons not authorized to receive it. This will prevent high-value cargo from being identified and become a target for pilferage. The measures will be tested and incorporated into the PFSP if validated.*

b. The use of dogs against drugs, explosives and other contraband

This Port Facility has only employed guard dogs for patrol and security duties. The reported success of Police dogs in locating illegal drugs is well-known. However, the examples provided by Mr. _____ from EEE Security Services PLC supporting the effectiveness of dogs from his experiences suggest that this Port facility should consider the acquisition of sniffer dogs for the detection of drugs, explosives and other contraband.

c. Armed insurgents as cargo or ship stores

(1) *Large cruise liners with a big demand for foodstuff may use refrigerated containers for efficiency in food supply. Such containers may be vulnerable to hijack and exchange of contents for armed terrorists. Refrigeration is easily set to comfortable temperatures, and transit times are short. Once aboard, the insurgents only have to bide their time to emerge.*

(2) *Such containers should be carefully tracked from point of origin to destination. If intelligence reports indicate a high probability of an attack on a cruise liner, unmarked escorts may be employed.*

(3) *At the Port Facility, gamma-ray screening of such containers should be employed routinely, if available.*

(4) *If, as depicted in the injects, armed terrorists are detected without their knowledge, hoisting the container in mid-air is an intervention that may serve to minimize resistance to capture.*

FOLLOW-UP ACTION

9. *The PFSO will present the recommendations to management for endorsement and revise the PFSP to incorporate the measures that may be employed to reduce the threat and the possible responses to mitigate the consequences of any security incident affecting cargo and ship stores.*



CONCLUSION

10. *The exercise has been a successful platform for the review of the means and procedures by which this Port Facility prevents and responds to security incidents affecting cargo and ship stores. The exercise brought together the stakeholders from this Port Facility's partners in the handling of cargo and ship stores, and Port facility principal staff to work on the issues affecting the security measures. The recommendations should be implemented promptly in order to realize the benefits from enhanced Port Facility security for cargo and ship stores.*

XYZ Port Facility
Maritime Security Exercise

Controller Briefing

date

Cargo and Ship Stores

Exercise FE24

Cargo and Ship Stores

Scope

- Schedule
- Aim
- Objectives
- Required attainments
- Controllers
- Participants
- Exercise Format
- Exercise Product
- Scenario
- Agenda
- Controller Tasks



- Master Events List
- Communications
- Code Words
- Safety
- Resources
- Debrief

Cargo and Ship Stores

Schedule

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

Cargo and Ship Stores

Aim

To practice personnel in the handling of cargo and ship stores security in order to enhance their competence in managing the maritime security task



Cargo and Ship Stores

Objectives

- To examine the cargo and ship stores handling processes and equipment from a security perspective and formulate procedures and/or recommend equipment to enhance security in the handling of cargo and ship stores
- To practice the command, control, coordination and communications for security activities both within and beyond the Port Facility

Cargo and Ship Stores

Required Attainments

Participants will be able to

- Identify and describe the characteristics of effective access control measures
- Recognise access control shortcomings in the Port Facility
- Plan and implement measures against unauthorised access at the Port Facility

Cargo and Ship Stores

Exercise Director

Senior Vice President, Operations Mr. BBB

Control Team

- Chief Controller: Operations Mgr, Mr. AAA
- High Controller (Ops): Facilities Mgr, Mr. DDD
- Low Controller: Safety Supervisor, Mr. XXX

Cargo and Ship Stores

Participants

-
-
-

Cargo and Ship Stores

Exercise Format



- This exercise is to be conducted as a meeting of external and internal stakeholders to discuss threats to cargo and ship stores, preventive measures and responses.
- This will be followed by a tabletop simulation “execution” phase where participants will respond to controller “injects” of incidents.

Cargo and Ship Stores

Exercise Product

New processes or equipment for the enhancement of security in the handling of cargo and ship stores should be addressed in procedures, or revisions to procedures in the PFSP



Cargo and Ship Stores

Scenario

Narrative

- Economy doing well, but some structural unemployment resulting in unrest
- Religious fundamentalism as a cover for criminal activity
- Pilferage of cargo and ship stores rampant
- Port worker militancy

Cargo and Ship Stores

Agenda for the Meeting

- Introduction to the Port Facility including briefing on Port Facility operations and tour.
- General situation and assessment
- Threat assessment
 - Containers with broken or missing seals.
 - Cargo and ship stores do not match bill of lading or delivery order.

Cargo and Ship Stores

Agenda for the Meeting

- Threat assessment
 - Tampering with cargo and ship stores.
 - Contraband in cargo and ship stores.
 - Hijacking or pilferage of cargo and ship stores.
 - Weapons and explosives in cargo and ship stores.
 - Attack by personnel hidden in containers.

Cargo and Ship Stores

Agenda for the Meeting

- Preventive measures
 - Security checks of containers.
 - Security checks before and during packing.
 - Tamper-proof locks.
 - Armed escort for high-value cargo.
 - Handing-over procedures.
 - Scanning and other equipment.
 - Security in the Port Facility.

Cargo and Ship Stores

Agenda for the Meeting

- Responses to incidents
 - Upon discovery of an incident at the respective check points.
 - During transportation.
 - Cargo and ship stores security checking equipment, including maintenance and repair.
 - Procedures and processes.
 - Interaction with ships on cargo and ship stores security issues.

Cargo and Ship Stores

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

Cargo and Ship Stores

Master Events List

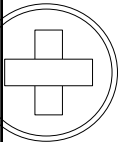
SERIAL NO.	TIME	FROM	HIGH CONTROL INJECT / LOW CONTROL RESPONSE	PARTICIPANT'S EXPECTED RESPONSE
001	0900	Exercise Director	Welcome speech and brief on the exercise	Attend
002	0910	High Control	Issue of Narrative No. 1	Read
003	0915	Exercise Director	Tour of port Facility	Attend
004	0945	Exercise Director	Meeting commences	Discuss cargo and ship stores issues
005	1330	Low Control	Container entrance security reports a container with seal broken.	To order and supervise appropriate procedure
006	1345	Low Control	Container entrance security reports all in order with container with broken seal.	To prepare reports to shippers and transporters as required
008	1350	High Control	Container operations reports that a container scheduled to arrive at the Port Facility has not turned up, and loading will be affected	To enquire with shippers
009	1410	High Control	Shipper has contacted transporters and there is no trace of the container or the transporters prime mover	To advise shippers to make a Police report
010	1415	Low Control	Police report a shipment of cocaine among other goods in a container	To facilitate Customs and Police search for container

Cargo and Ship Stores

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
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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. KLU has fallen and cut his hand at the Restricted Area Gate 3. Please send a vehicle to pick him up."

Cargo and Ship Stores



Safety

- No special safety considerations for the meeting and tabletop simulation
- Drill safety precautions and RAM to be implemented if drills are incorporated as part of a full scale or live exercise

Cargo and Ship Stores

Resources

- Meeting Room 1: Controllers' planning room
- Main Conference Room: Participants' planning room
- Operations Control Room: Exercise control and execution

Cargo and Ship Stores

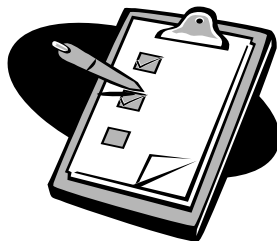
Resources

- 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

Cargo and Ship Stores

Debrief

- Location:
- Secretary:
- Attendance
-
-



Cargo and Ship Stores

end



XYZ Port Facility
Maritime Security Exercise

Participant Briefing

date

Cargo and Ship Stores

Exercise FE24

Cargo and Ship Stores

Scope

- Review
- Schedule
- Aim
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- Scenario
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- Communications
- Code words
- Safety
- Resources
- Debrief
- ISPS update
- Maritime security update



Cargo and Ship Stores

Review of Previous Port Facility Exercise

Date conducted:

Objectives:

Lessons Learnt:

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-
-

Cargo and Ship Stores

Schedule

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

Cargo and Ship Stores

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Cargo and Ship Stores

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Cargo and Ship Stores

Communications

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

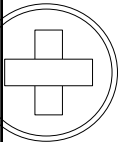


Cargo and Ship Stores

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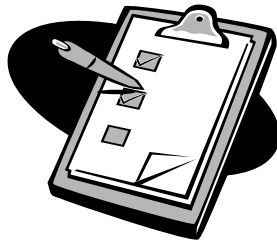
Resources

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

Cargo and Ship Stores

Debrief

- Location:
- Secretary:
- Attendance
 -
 -



Cargo and Ship Stores

Updates on the ISPS Code and local Regulations

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-
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Cargo and Ship Stores

Developments in Maritime Security



Cargo and Ship Stores

end



Any questions ?
