PORT SECURITY MASTER PLAN
(2021 – 2023)
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1.0 OVERVIEW

1.1 FIJI PORTS

Fiji Ports Corporation Pte Limited (FPCL) or Fiji Ports as more commonly known as, is the Port Management Company in Fiji and also plays a regulatory role in maintaining standards relating to Ports of Entry and other local ports throughout Fiji. As such, growing trade through Fiji’s Ports in a sustainable manner that will optimise returns remains vital to FPCL.

FPCL is a Public Private Partnership (PPP). FPCL’s subsidiary company, Fiji Ships & Heavy Industries Pte Limited (FSHIL) and Group’s associate company, Fiji Ports Terminal Pte Limited (FPTL), also have varying shareholdings.

FPCL continues to work towards its vision to become the Smart, Green Gateway for trade in the Pacific Region to allow Fiji Ports to optimize on this advantage to facilitate trade for the nation. FPCL operates the major port facilities in Suva and Lautoka and the secondary port of Levuka and oversees the operations and International Port Facility Security requirements of Vuda, Malau, Rotuma, and Wairiki.

1.2 ALIGNMENT TO FPCL’S 5-YEAR STRATEGIC PLAN (2019-2023)

The 5-Year Strategic Plan (2019-2023) is a cornerstone of the overall alignment of the Port to an increasingly dynamic and competitive business environment. Through the Strategic Plan, the Port will meet key challenges and leverage opportunities to achieve its goals. The Plan addresses the physical, operational, economic, environmental, and recreational requirements of the company. It forms the basis for strategic policy for effective resource utilization and efficient service delivery.

Security is one of the strategic goals identified in the 5-Year Strategic Plan, as Strategic Goal 6 – Safety, Security and Technology – where FPCL will “continue to enhance the review of safety and security procedures to meet and exceed the required International Ship and Port Facility Security (ISPS) and adopt a safe workplace culture. FPCL is focused to implement advanced technology / systems to enhance its operational capabilities to be a leading “Smart Port” in the region”.

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<th>Last Review Date</th>
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<td>2022</td>
<td>Coordinator Port Security &amp; Enforcement</td>
<td>CEO</td>
<td>2022</td>
<td>2024</td>
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2.0 IMPORTANCE OF PORT SECURITY

Port security or rather maritime security refers to the security and law enforcement measures employed to safeguard a shipping port from terrorism and other unlawful activities and activists. It also refers to the measures employed to see that the treaties entered into with other countries are also enforced appropriately. In addition, port security also deals with maritime security – security of the marine commercial areas, coast lines, and beaches.
Port security, a part of the maritime security, comes under the purview of the International Maritime Organisation (IMO) and the International Ship and Port Facility Security (ISPS) Code that was introduced in the year 2002 as a part of the Safety of Life At Sea (SOLAS) convention. Apart from these two organisations, a lot of port security measures are incorporated from United Nation’s own marine security enforcement agenda.

Ports are busy areas and spread over a very large area of space. Because of this, certain areas of ports can be inaccessible for patrols at all times—leading to cargo theft and other crimes. Port security is vital because marine transport, especially cargo transportation, is a thriving industry that requires diligent monitoring and inspection of transferred cargo.

Security risks related to ports usually focus on either the physical security of the port itself, or security risks within the maritime supply chain. Port security includes the protection and inspection of cargo moving through ports through security guards, video surveillance, alarm systems, and more.

Since the cargo containers could be used inappropriately, it becomes important that proper monitoring and inspection of the transferred cargo is carried out.

The importance of maritime security can be further elaborated as follows:

- Ports are busy areas and are spread over a very large area. This would mean that certain areas of the ports can be inaccessible all the time as far as patrolling is concerned and therefore could lead to stealing of cargo from the cargo containers. It could also involve the smuggling of weapons and arsenal into a country and issues of stowage and illegal immigration. Port security helps to solve these problems of inaccessibility and thereby reduces the cargo pilferage that takes place.

- Since maritime security is also included in port security measures, it will help to safeguard the interests of ships in dangerous and conflicted waters.

- Oil cargo is carried extensively in the oceanic areas. If attacks from terrorists cause oil spill or even worse, light up the entire oil tanker, it could cause a major disaster with respect to the environment, resources, and security of countries. Maritime security attempts to block any such activities that could be carried out.

With 90% of the world’s trade happening by sea, disruptions to the global flow of goods can have serious consequences that affect the world, vessels, and their crew. Maritime and port security strategies are crucial to ensure safer seas and, in turn, safer land.
Maritime security also refers to the protection of vessels, both internally and externally. The umbrella term covers issues related to national security, economic development, human security, and marine environment concerns.

Areas that are monitored and protected include oceans and territorial waters, regional seas, rivers, and ports. Maritime security strategies aim to track down and respond to crimes such as piracy, trafficking of people and illicit goods, illegal fishing, marine pollution, and armed robbery at sea.

The concept of a ‘blue economy’ was adopted at the 2012 United Nations Conference on Sustainable Development to promote sustainable use of oceans. The term ‘blue’ reflects the need to sustainably manage and protect the oceans and their resources, noting the importance of the ocean’s health in sustaining economic growth. A ‘blue economy’ is one in which economic activity and progress is in balance with sustaining the ocean’s ecosystems and ensuring that the oceans remain resilient and healthy for future generations.

Maritime security and the ‘blue economy’ are inextricably linked.

In Fiji’s context, maritime security is always viewed as an enabler of the ‘blue economy’. There are several threats to maritime security in Fiji’s region that can undermine economic development. The Pacific region is increasingly affected by non-traditional maritime security threats like trafficking of narcotics, persons and illicit goods, illegal fishing, and maritime incidents and disasters.

Fiji is often referred to as the regional hub in the Pacific – is vulnerable to illicit drug trafficking. Centrally located, and with proximity to New Zealand and Australia, the country has been used in the past and continues to be used as a critical transit point for illicit drug trafficking.

An aspect of maritime security that is required for the ‘blue economy’ to thrive is maritime safety. This aims to address the safety of ships and mariners and the ecosystem.

As maritime traffic increases, Fiji would be required to provide essential safety information for maritime seafarers and supplying updated charts and navigational information. Reliable, high-quality and up-to-date nautical charts are essential for the ‘blue economy’ as well as for safety. The increase in maritime traffic, larger ships, ship schedules and shipping companies seeking shorter and more direct trade routes put a lot of pressure on hydrographic services. Failure to provide reliable information to maritime traffic could incur severe environmental and economic impacts.

In addition to the above, environmental crime is among the most serious transnational organised crime types affecting the Pacific economies. Since most Pacific Island states rely on natural resources, such as fisheries, for economic development, crimes associated with the pilfering of such resources...
are a huge concern. The Pacific has also seen weapon smuggling, human smuggling and trafficking and the trafficking of counterfeit goods at sea.

To achieve the above, FPCL will align its initiatives / activities and work in collaboration with key regulatory stakeholders such Maritime Safety Authority of Fiji, Fiji Navy, Department of Transport, Department of Environment, etc.

3.0 FOCUS AREAS

The strategic priorities for the Port Security department is to adopt ‘Smart Green Port’ initiatives to achieve the best practices in Port Security. The implementation of specialized equipment, technology and systems can be applied to take over standard repetitive tasks, which will help increase operations efficiency. The same principle will apply to reduce labour-intensive activities.

The objective for the FPCL’s Port Security Department is to enhance the security procedures to meet and exceed the requirements of the International Ship and Port Facility Security (ISPS) Code and implement advanced technology to boost operational capabilities.

This would help FPCL achieve greater heights in the maritime industry.

The Department has been entrusted to handle enforcement responsibilities as well. The activities of the department will be aligned to the overarching FPCL’s 5-Year Strategic Plan.

FPCL’s Port Security Department has developed a 3-Year Master Plan and formulated these into four (4) Focus Areas.

The Coordinator Port Security and Enforcement (CPSE) with the guidance of the Chief Executive Officer (CEO) will execute this through rolling action plans, starting from Quarter 2 of 2021.

The Port Security Master Plan has been channelled into the following Focus Areas:
Focus Area 1 – Shore Side Security
“Strengthen security procedures to comply with the requirements of the International Ship and Port Facility Security (ISPS) Code”

Focus Area 2 – Sea Side Security
“Create and adopt procedures to strengthen security and enforcement elements in the Harbour”

Focus Area 3 – External Environment
“Enhance communication and collaboration with National Agencies and Stakeholders to ensure effective response to any untowardly events”

Focus Area 4 – Ship and Shore Interface
“Develop systems for transparent exchange of information between vessel and FPCL officers before and during operations”
4.0 PORT SECURITY MASTER PLAN (2021-2023) OVERVIEW

**MISSION**
To invest significantly in new and upgraded seaport and ship repair facilities to support and enhance the economic growth and prosperity of Fiji, as well as providing key economic and strategic linkages throughout Fiji and the Pacific region. We will provide reliable and effective regional supply and capacity in respect of marine infrastructure.

**VALUES**
- Professionalism
- Progression Leadership
- Strategic Innovation
- Corporate Citizenship
- Commercial Stewardship
- Employee Wellbeing
- Diversity

**5 YEAR STRATEGIC PLAN (2019 - 2023)**
- Governance
- Organisation Capacity
- Safety & Security
- Environment & Sustainability
- Technology
- Innovation

**FOCUS AREAS & TECHNOLOGY**
- To adopt Smart Port initiatives to achieve best practice in international Port Security and safe working environment. Continue to enhance the system of safety and security procedures to meet and exceed the required International Ship and Port Facility Security (ISPS) Code and adopt a safe workplace culture. FPCL is focused to implement advanced technology / systems to enhance its operational capabilities to be a leading “Smart Port” in the region.

**STRATEGIES**
- **STRENGTHEN SECURITY PRECEDURES**
  - To detect security threats and implement security measures.
  - To establish roles and responsibilities concerning national and international maritime security for governments, local administrations, ship and port industries at the national and international level.

**OBJECTIVES**
- **Focus Area 1**
  - Share Side Security
  - Strengthen security procedures to comply with the requirements of the International Ship and Port Facility Security (ISPS) Code.

**PROJECTS**
1.1) Review existing Port Facility Security Procedures and update Port Facility Security Plan (PSP) for all regulated ports.
1.2) Section Maritime Security Audit (MSC) Contract.
1.3) Installation and running of Security Key Control for security areas.
1.4) Upgrade Handheld VHF Radios to improve communication.
1.5) Upgrade spring access control for efficient monitoring at all ports.
1.6) Implement an integrated Security Access Control System at all ports.
1.7) Nodding of Perimeter: Forensic prevent unlawful access.
1.8) Conduct Internal ISPS Audit.
1.9) Strengthen secondary Access Control at MI.
1.10) Strengthen secondary Access Protocol at MI & MO.
1.11) Conduct security drills and trainings.
2.1) Develop Work Rational Response Plan.
2.2) Train staff on the effective use of Drone for surveillance.
2.3) Develop/Optimise Response Plan.
2.4) Conduct regular Port Security Facility reviews and monitoring.
2.5) Implement Water Taxi Services.
3.1) Improve quality of service for PUL and ID Card printing.
3.2) Develop Staff User Manual.
3.3) Improve monitoring of areas adjacent to Port Facility.
3.4) Improve monitoring of Port Facility for illegal activities.
3.5) Establish Port Security Officers for effective communication and collaboration.
3.6) Establish clear and comprehensive procedures for disengagements and operations.
3.7) Develop systems for transparent exchange of information between vessel and FPCL officers before and during operations.
4.1) Develop protocols for Cruise Vessel Tours Operators.
4.2) Digitalization of Port User Interface Application Procedures.
4.3) Develop SOP’s for security incident on ships.

**ACTIONS ITEMS**

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**Document:** Port Security Master Plan (2021-2023)

**Version:** 1

**1st Issue Date:** 2022

**Administered by:** Coordinator Port Security & Enforcement

**Approved by:** CEO

**Last Review Date:** 2022

**Next Review Date:** 2024

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4.0 PORT SECURITY MASTER PLAN (2021-2023) SUMMARY

Focus Area 1:
SHORE SIDE SECURITY

STRATEGY
Strengthen security procedures to comply with the requirements of the International Ship and Port Facility Security (ISPS) Code.

OBJECTIVES
Implement ISPS code compliance within international ports operated by FPCL.

PROJECTS
1.1 Review existing Port Facilities procedures and develop a Port Facility Security Plan (PFSP) for all regulated ports.
1.2 Develop Maritime Security Guards (MSG) Contract.
1.3 Installation and recording of Security Key Control for securing access.
1.4 Upgrade Handheld VHF Radios to improve communication.
1.5 Upgrade CCTV Surveillance System at all ports for efficient monitoring.
1.6 Implement an integrated Security Access Control System at all ports.
1.7 Harden Perimeter Fences to prevent unlawful access.
1.8 Conduct internal ISPS Audit.
1.9 Strengthen secondary Access Control at M1.
1.10 Strengthen vulnerable Access Points at M1 & M2.
1.11 Conduct quarterly Security Drills and Trainings.

Focus Area 2:
SEA SIDE SECURITY

STRATEGY
Create and adopt procedures to strengthen security and enforcement elements in the Harbour.

OBJECTIVES
Improve security from seaside and compliance with environmental regulations.

PROJECTS
2.1 Develop Wreck Removal Response Plan.
2.2 Train staff on the effective use of Drone for surveillance.
2.3 Develop Oil Spill Response Plan.
2.4 Conduct regular Port Security Harbour Patrols and monitoring.
2.5 Implement Water Taxi Services.
2.6 Establish standardised procedures for diving services and operations.

Focus Area 3:
EXTERNAL ENVIRONMENT

STRATEGY
Enhance communication and collaboration with National Agencies and Stakeholders to ensure effective response to any untowardly events.

OBJECTIVES
Implement ground security services and provide IMO port security certification.

PROJECTS
3.1 Improve quality of service for PUL and ID Card printing services.
3.2 Improve monitoring of areas adjacent to Port Facility.
3.3 Improve monitoring of Port Facility for illegal activities.
3.4 Establish Port Security Advisory Committee for effective communication and collaboration.
3.5 Establish safe Evacuation Muster Points and practices.
3.6 Review of Tenancy Procedures at M1.
3.7 Conduct training and obtain certification for IMO Standard Port Security Training.
3.8 Conduct new recruitments and succession planning.
3.9 Installation of Guard rails and barriers along Harris Road.
3.10 Design and update Staff ID Cards.

Focus Area 4:
SHIP AND SHORE INTERFACE

STRATEGY
Develop systems for transparent exchange of information between vessel and FPCL officers before and during operations.

OBJECTIVES
Improve ship to shore services and implement digital services.

PROJECTS
4.1 Develop protocols for Cruise Vessel Tour Operators.
4.2 Digitalization of Port User License Application Procedures.
4.3 Develop SOP’s for Security Incidents on Ships.

ACTION ITEMS

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2022
Coordinator Port Security & Enforcement
CEO
2022
2024

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## 5.0 FOCUS AREA BREAKDOWN

### 5.1 FOCUS AREA 1

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>DESIRED OUTPUTS</th>
<th>ACTION ITEMS</th>
<th>RASCI</th>
<th>START</th>
<th>FINISH</th>
<th>POTENTIAL RISKS</th>
</tr>
</thead>
</table>
| **1.1**  | Review existing Port Facilities procedures and develop a Port Facility Security Plan (PFSP) for all regulated ports | • Measures designed to protect the port facility, ships, persons, cargo and stores  
• Procedures to meet/exceed ISPS requirements  
• MSAF Endorsement | 1.1.1 Form internal focus group to a) assess current procedures and b) develop draft procedures  
1.1.2 Draft PFSP for Port of Suva  
1.1.3 Draft PFSP for Port of Lautoka  
1.1.4 Seek legal review of the Plans  
1.1.5 Update Management, review Plan and seek approval  
1.1.6 Submit Port Facility Security Plan to MSAF  
1.1.7 Receive amendments as required  
1.1.8 Management endorses the Plan  
1.1.9 Implement the Plan at all three Ports | R: CPSE  
A: CEO  
S: Port Security Team  
C: MSAF  
I: A/COO, CFO | Q2 2021 | Q4 2021 | • ISPS Code Non-Compliance  
• Non-Renewal of compliance certificate |
| **1.2**  | Develop Maritime Security Guards (MSG) Contract | • Hybrid System for performance comparison  
• Trained Security Personnel  
• Utilitarian Security Equipment  
• Application of modern technology | 1.2.1 Terms of Reference developed and approved by Management  
1.2.2 Advertisement for Tender  
1.2.3 Evaluation of Tender Bids by the Tender Committee  
1.2.4 Update Management and seek approval  
1.2.5 Drafting of Contract  
1.2.6 Change-over at sites  
1.2.7 Implementation and Monitoring | R: CPSE  
A: CEO  
S: Port Security Team  
C: Ministry of Defence, CFO  
I: A/COO | Q2 2022 | Q4 2022 | • Non-Binding Contract  
• Outdated scope of services  
• Non-utilisation of best service provider available |
| 1.3 | Installation and recording of Security Key Control for securing access | • Effective Access Control  
• Crisis Management Preparedness  
• Clerical Benefits | 1.3.1 | Identify points for securing access at port entry | R: CPSE  
A: CEO  
S: Port Security Team, Maintenance Team  
C: External vendors  
I: A/COO, CFO | Q2 2021 | Q3 2021 | • Loss of keys  
• Security Breach |
| 1.4 | Upgrade Handheld VHF Radios to improve communication | • Efficient Utilisation  
• Crisis Management Preparedness  
• Enabling collective safety | 1.4.1 | Identify and procure handheld VHF radios  
Implement and conduct routine checks | R: CPSE  
A: CEO  
S: Port Security Team  
C: External Vendors  
I: A/COO, CFO | Q3 2021 | Q4 2021 | • Inefficient communication  
• Delay in instruction/action |
| 1.5 | Upgrade CCTV Surveillance System at all ports for efficient monitoring | • Increased Coverage/Zero Blind Spots  
• Efficient monitoring  
• Setting of limit Alarms  
• High Priority Zones with continuous coverage  
• Crisis Management Preparedness | 1.5.1 | Identify non-operational cameras at all Port  
Develop TOR  
1.5.2 | Advertisement for Tender  
1.5.3 | Evaluation of Tender Bids by the Tender Committee  
1.5.4 | Update Management and seek approval  
1.5.5 | Draft Contract/SLA  
1.5.6 | Seek legal review of the contract  
1.5.7 | Installation of CCTV Surveillance System  
1.5.8 | Implementation and regular monitoring  
1.5.9 | R: CPSE  
A: CEO  
S: Port Security Team  
C: External Vendors, MICT, CFO  
I: A/COO | Q3 2021 | Q1 2023 | • Security Breaches/Incident s  
• Lack of Surveillance  
• Lack of security monitoring/evidence collecting  
• Blind spots |
| 1.6 | Implement an integrated Security Access Control System at all ports | • Efficient Access Control  
• Reducing Man-Power (Liability/Costs)  
• Crisis Management Preparedness  
• Simplifying existing procedures | 1.6.1 | Assessment of all sites  
1.6.2 | Develop TOR  
1.6.3 | Advertisement for Tender  
1.6.4 | Evaluation of Tender Bids by the Tender Committee  
1.6.5 | Update Management and seek approval  
1.6.6 | Draft Contract/SLA  
1.6.7 | Seek legal review of the contract | R: CPSE  
A: CEO  
S: Port Security Team  
C: External Vendors, SLW, MICT, CFO  
I: A/COO | Q4 2021 | Q2 2023 | • Security Breaches and Incidents  
• Inefficient utilization of man power  
• Ineffective Access Control |
<table>
<thead>
<tr>
<th>1.6.8</th>
<th>Installation of an integrated Security Access Control System</th>
<th>1.6.9 Implementation and regular monitoring</th>
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<tbody>
<tr>
<td>1.7</td>
<td>Harden Perimeter Fences to prevent unlawful access</td>
<td>1.7.1 Identify points for hardening at all sites</td>
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<td></td>
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<td>1.7.2 Assess and compute requirements</td>
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<td>1.7.3 Procurement of razor wires and other relevant materials</td>
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<td>1.7.4 Installation of razor wires at all ports</td>
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<td>Impenetrable Protection</td>
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<td>High Durability</td>
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<td>1.8.1 Prepare ISPS Internal Audit Checklist</td>
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<td>1.8.2 Train the Auditors</td>
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<td>1.8.3 Conduct audit and compile report</td>
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<td>1.8.4 Rectify observations and compile Report</td>
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<td>1.8.5 Update Management</td>
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<td>Transparent Review</td>
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<td>Growth</td>
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<td>Reduced Risk</td>
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<td>Improved compliance</td>
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<td></td>
<td>1.9.1 Conduct an assessment of current situation at M1</td>
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<td>1.9.2 Update Management and seek approval for additional manpower</td>
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<td>1.9.3 Increase manning at M1</td>
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<td>1.9.4 Implement additional Access Control System</td>
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<td>Efficient Crowd Control</td>
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<td>Eradicate illegal vehicle parking procedures</td>
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<td>Control Access to Jetty</td>
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<td></td>
<td>Crisis Management Preparedness</td>
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<td>1.10.1 Identify vulnerable points at M1 and M2</td>
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<tr>
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<td>1.10.2 Assess situations and propose solutions</td>
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<td>1.10.3 Draft an Action Plan</td>
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<td>1.10.4 Update Management and seek approval</td>
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<td>1.10.5 Implement the Action Plan and monitor vulnerable access points at M1 and M2</td>
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<td>Increased efficiency</td>
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<td>Impenetrable Protection</td>
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<td></td>
<td>Empowering Staff</td>
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<td></td>
<td>Reduced Risk</td>
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<td></td>
<td>1.11.1 Improve risk management at M1 and M2</td>
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<td></td>
<td></td>
<td>1.11.2 Propose solutions to address risk</td>
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<td>1.11.3 Draft an Action Plan</td>
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<td></td>
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<td>1.11.4 Implement the Action Plan and monitor risk management at M1 and M2</td>
</tr>
</tbody>
</table>

**R:** CPSE  
**A:** CEO  
**S:** Port Security Team, Maintenance Team  
**C:** External vendors  
**I:** A/COO, CFO

- Illegal activities  
- Theft  
- Unlawful access  
- Non-conformities, deficiencies unchecked  
- Non-rectification of pending matters  

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| 1.11 Conduct quarterly Security Drills and Trainings | ISPS Drills | 1.11.1 Conduct quarterly drills | R: CPSE | Continuous |
| | Review execution and facilitate trainings/amendments as needed | 1.11.2 Conduct routine trainings | A: CEO | Continuous |
| | Crisis Management Preparedness | 1.11.3 Conduct routine security meetings | S: Port Security Team | |
| | Capacity Building | 1.11.4 Update Management on a quarterly basis | C: HMO | |
| | | | I: A/COO, CFO | |

- Ineffective contingency planning
- Staff incompetency
## 5.2 FOCUS AREA 2

### FOCUS AREA 2: SEA SIDE SECURITY

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>DESIRED OUTPUTS</th>
<th>ACTION ITEMS</th>
<th>RASCI</th>
<th>START</th>
<th>FINISH</th>
<th>POTENTIAL RISKS</th>
</tr>
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<tbody>
<tr>
<td>2.1</td>
<td>Prevention of wrecks/derelicts</td>
<td>2.1.1 Establish responsibility within Harbour Master Office by forming an Action Group</td>
<td>R: CPSE A: A/COO S: Enforcement Team C: CEO, HMO, RCA, MSAF</td>
<td>Q4</td>
<td>Q4</td>
<td>• Ineffective record keeping</td>
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<tr>
<td></td>
<td>Standard operating requirements for wreck disposal</td>
<td>2.1.2 Identify FPCL’s responsibilities against the National Plan</td>
<td></td>
<td>2021</td>
<td>2022</td>
<td>• Lack of procedures</td>
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<td></td>
<td>Crisis Management Preparedness</td>
<td>2.1.3 Initiate recommendations relating to ADB wreck removal</td>
<td></td>
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<td></td>
<td>• Non-removal of wrecks/derelicts</td>
</tr>
<tr>
<td></td>
<td>(a) Establish criteria by which the Port versus other regulators are responsible for costs for wreck removal</td>
<td>2.1.4 Initiate meetings and identify potential collaborations with MSAF and funding agencies</td>
<td></td>
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<td></td>
<td>• Navigational Hazards</td>
</tr>
<tr>
<td></td>
<td>(b) Establish standard operating requirements for wreck disposal including environment and to aid in efficient disposal practices</td>
<td>2.1.5 In consultations with MSAF and relevant agencies develop Standard Operating Procedures (SOPs) for FPCL</td>
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<tr>
<td></td>
<td>(c) Review / revise definitions around abandoned vessels, bonds requirements, owners’ registration details, declaration of sale or disposal etc</td>
<td>2.1.6 Consult and collaborate with stakeholders to prevent vessels becoming derelict within the Port boundary</td>
<td></td>
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<td></td>
<td>• Prevention of wrecks/derelicts</td>
<td>2.1.7 Develop MoU for collaboration with MSAF</td>
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<tr>
<td></td>
<td>• Standard operating requirements for wreck disposal</td>
<td>2.1.8 Update Management and seek approval</td>
<td></td>
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<tr>
<td></td>
<td>• Crisis Management Preparedness</td>
<td>2.1.9 Develop a Board Paper and submit to the Board</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(a) Establish criteria by which the Port versus other regulators are responsible for costs for wreck removal</td>
<td>2.1.10 MoU signed between FPCL and MSAF</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(b) Establish standard operating requirements for wreck disposal including environment and to aid in efficient disposal practices</td>
<td>2.1.11 Seek legal opinion from SG’s Office for SOP and removal order process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(c) Review / revise definitions around abandoned vessels, bonds requirements, owners’ registration details, declaration of sale or disposal etc</td>
<td>2.1.12 Implement and review FPCL SOPs</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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**Disclaimer:** Original documents are in electronic form. Hard copies of this document are considered uncontrolled.
### 2.1.13 Maintain a comprehensive and up to date list of derelict vessels, including dashboard

2.1.14 Provide Quarterly Reports on derelict vessels to Management

<table>
<thead>
<tr>
<th>2.2</th>
<th>Train staff on the effective use of Drone for surveillance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increased Coverage</td>
</tr>
<tr>
<td></td>
<td>Routine patrolling of Harbour via pre-dedicated routes</td>
</tr>
<tr>
<td></td>
<td>Efficient Monitoring</td>
</tr>
<tr>
<td></td>
<td>Crisis Management Preparedness</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1</td>
<td>Conduct trainings to staff</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Receive authorisation by CAAF for the use of drones</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Draft plan, routes and procedures</td>
</tr>
<tr>
<td>2.2.4</td>
<td>Update Management and seek approval for the Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>R: CPSE</th>
<th>A: CEO</th>
<th>S: Port Security Team</th>
<th>C: CAAF, HMO</th>
<th>I: A/COO, CFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>2021</td>
<td>2023</td>
<td></td>
</tr>
</tbody>
</table>

- Security Breaches/Incidents
- Lack of Surveillance
- Lack of security monitoring/evidence collecting
- Lack of utilization of resources

### 2.2.1

- Increased Coverage
- Routine patrolling of Harbour via pre-dedicated routes
- Efficient Monitoring
- Crisis Management Preparedness

### 2.2.2

- Conduct trainings to staff
- Receive authorisation by CAAF for the use of drones
- Draft plan, routes and procedures
- Update Management and seek approval for the Plan

Implement the Plan and Procedures

<table>
<thead>
<tr>
<th>R: CPSE</th>
<th>A: CEO</th>
<th>S: Port Security Team</th>
<th>C: CAAF, HMO</th>
<th>I: A/COO, CFO</th>
</tr>
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<tbody>
<tr>
<td>Q4</td>
<td>Q1</td>
<td>2021</td>
<td>2023</td>
<td></td>
</tr>
</tbody>
</table>

### 2.3 Oil Spill Response Plan

- Pollution Prevention Plan
- Adequate Equipment in possession
- Crisis Management Preparedness

### 2.3.1

- Establish responsibility within Harbour Master Office by forming an Action Group for Oil Spill Response Team

Identify FPCL’s responsibilities against the National Plan

In consultations with MSAF and relevant agencies develop Standard Operating Procedures (SOPs), Pollution detection methodologies, procedures and checklists for FPCL

Initiate meetings and identify potential collaborations with MSAF and funding agencies

Develop MoU for collaboration with MSAF

Update Management and seek approval

Develop a Board Paper and submit to the Board

<table>
<thead>
<tr>
<th>R: CPSE</th>
<th>A: A/COO</th>
<th>S: Enforcement Team</th>
<th>C: CEO, HMO, MSAF</th>
<th>I: CFO</th>
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<tbody>
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<td>Q2</td>
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<td>2022</td>
<td>2023</td>
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</table>

- Incapability in contingency actions
- Oil pollution

### Disclaimer:
Original documents are in electronic form. Hard copies of this documents are considered uncontrolled
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>2.3.8</td>
<td>MoU signed between FPCL and MSAF</td>
<td></td>
</tr>
<tr>
<td>2.3.9</td>
<td>&quot;Seek legal opinion from SG's Office for SOP and authority to fine vessel owners - Tier 1 oil spill can be assisted via the use of oil spill equipment donated by NZ Govt - Tier 2 &amp; 3 oil spill - MSAF to bear the cost under the environment levy&quot;</td>
<td></td>
</tr>
<tr>
<td>2.3.10</td>
<td>Maintain a comprehensive and up to date list of vessel names, vessel owner names, date and category of level of infringement</td>
<td></td>
</tr>
<tr>
<td>2.3.11</td>
<td>Provide Quarterly Reports to Management</td>
<td></td>
</tr>
<tr>
<td>2.3.12</td>
<td>Advertisement of tender for the pollution boat</td>
<td></td>
</tr>
<tr>
<td>2.3.13</td>
<td>Evaluation of Tender Bids by the Tender Committee</td>
<td></td>
</tr>
<tr>
<td>2.3.14</td>
<td>Conduct sea trial of the pollution boat</td>
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<tr>
<td>2.3.15</td>
<td>Acquire pollution boat</td>
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<tr>
<td>2.4</td>
<td>Conduct regular Port Security Harbour Patrols and monitoring</td>
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<tr>
<td>2.4.1</td>
<td>Convene meeting with Fiji Police via PSAC</td>
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<tr>
<td>2.4.2</td>
<td>Develop Action Plan for port security harbour patrols</td>
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<tr>
<td>2.4.3</td>
<td>Develop MoU for collaboration with MSAF</td>
<td></td>
</tr>
<tr>
<td>2.4.4</td>
<td>Update Management and seek approval</td>
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</tr>
<tr>
<td>2.4.5</td>
<td>Develop a Board Paper and submit to the Board</td>
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<tr>
<td>2.4.6</td>
<td>MoU signed between FPCL and MSAF Implement Action Plan</td>
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<tr>
<td>R: CPSE</td>
<td>A: CEO</td>
<td>S: Port Security Team C: Fiji Police, FRCS I: A/COO, CFO</td>
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<tr>
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<td></td>
<td>Q3 2022 Q4 2022</td>
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<tr>
<td></td>
<td></td>
<td>Illegal activities Thefts, unlawful boarding</td>
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**Document:** Port Security Master Plan (2021-2023)  
**Version:** 1  
**Page 17 of 26**

<table>
<thead>
<tr>
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<th>Approved by</th>
<th>Last Review Date:</th>
<th>Next Review Date:</th>
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<td>Coordinator Port Security &amp; Enforcement</td>
<td>CEO</td>
<td>2022</td>
<td>2024</td>
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### 2.5 Implement Water Taxi Services
- Regulated traffic in the harbour
- Effecting standardised crew change procedures
- Ensuring security for vessels at anchorages

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<tr>
<td>5.1</td>
<td>Convene meeting with MSAF, Water Police, FRCS</td>
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<tr>
<td>5.2</td>
<td>Develop policy for regulating water taxi services</td>
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<td>5.3</td>
<td>Advertisement of tender to provide water taxi services</td>
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<td>5.4</td>
<td>Evaluation of Tender Bids by the Tender Committee</td>
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<td>5.5</td>
<td>Update Management and seek approval</td>
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<td>5.6</td>
<td>Facilitate PUL for selected service provider</td>
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<tr>
<td>5.7</td>
<td>Implement and enforce with assistance from MSAF, Water Police and SLW</td>
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<th>A: CEO</th>
<th>S: Port Security Team, SLW</th>
<th>C: Fiji Police, MSAF, Water Police, FRCS</th>
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<td>2023</td>
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**R: CPSE**  
**A: CEO**  
**S: Port Security Team, SLW**  
**C: Fiji Police, MSAF, Water Police, FRCS**  
**I: A/COO, CFO**  

### 2.6 Establish standardised procedures for diving services and operations
- Regulated Diving Services in the harbour
- Effecting standardised diving procedures
- Ensuring security of vessels at anchorages/berths
- Ensuring safety of divers

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<td>2.6.1</td>
<td>Consult with SLW and HMO</td>
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<tr>
<td>2.6.2</td>
<td>Establish standardised procedures for diving services and operations</td>
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<td>2.6.3</td>
<td>Advertisement of tender to provide diving services</td>
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<tr>
<td>2.6.4</td>
<td>Evaluation of Tender Bids by the Tender Committee</td>
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<td>2.6.5</td>
<td>Update Management and seek approval</td>
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<td>2.6.6</td>
<td>Facilitate PUL for selected service provider</td>
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<tr>
<td>2.6.7</td>
<td>Implement and enforce with assistance from SLW and HMO</td>
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<tr>
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<th>R: CPSE</th>
<th>A: CEO</th>
<th>S: Port Security Team</th>
<th>C: SLW, HMO</th>
<th>I: A/COO, CFO</th>
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<td>2023</td>
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**R: CPSE**  
**A: CEO**  
**S: Port Security Team**  
**C: SLW, HMO**  
**I: A/COO, CFO**  

**Q4**  
**Q2**  

- Security Breaches
- Thefts at Anchorages
- Smuggling activities
- Unlawful Boardings
### 5.3 FOCUS AREA 3

**FOCUS AREA 3: EXTERNAL ENVIRONMENT**

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>DESIRED OUTPUTS</th>
<th>ACTION ITEMS</th>
<th>RASCI</th>
<th>START</th>
<th>FINISH</th>
<th>POTENTIAL RISKS</th>
</tr>
</thead>
</table>
• Delay in service  
• Inefficient customer service |
|          | Cost effective  | 3.1.2 Advertisement for Tender  
3.1.3 Evaluation of Tender Bids by the Tender Committee  
3.1.4 Update Management and seek approval  
3.1.5 Draft Contract/SLA  
3.1.6 Seek legal review of the contract  
3.1.7 Installation of CCTV Surveillance System  
3.1.8 Implementation and regular monitoring | | | | | |
| 3.2      | Improved monitoring of areas adjacent to Port Facility  
Support protection of areas adjacent to Port Facility  
Steady cooperation between organizations  
Evidence sharing/Collaborating in investigations | 3.2.1 Convene meeting with LTA and develop an Action Plan  
3.2.2 Develop MoU for collaboration with LTA  
3.2.3 Update Management and seek approval  
3.2.4 MoU signed between FPCL and LTA  
3.2.5 Implement Action Plan | R: CPSE, A: CEO, S: RCA, ML, MPA, C: Solicitors, LTA, I: A/COO, CFO | Q4 2021 | Q1 2022 | • Security Breaches/Incidents  
• Illegal activities  
• Damages to property |
| 3.3 | Improve monitoring of Port Facility for illegal activities  
- Improved monitoring of Port Facility for illegal activities  
- Steady cooperation between organizations  
- Evidence sharing/Collaborating in investigations |
|---|---|
| 3.3.1 | Convene meeting with FRCS and develop an Action Plan  
3.3.2 | Develop MoU for collaboration with FRCS  
3.3.3 | Update Management and seek approval  
3.3.4 | MoU signed between FPCL and FRCS  
3.3.5 | Implement Action Plan |
| R: CPSE  
A: CEO  
S: RCA, ML  
C: Solicitors, FRCS  
I: A/COO, CFO |
| Q4 2021 | Q1 2022 |
| • Security Breaches/Incidents  
• Smuggling activities  
• Lack of Surveillance  
• Non-utilization of available resources |

| 3.4 | Establish Port Security Advisory Committee for effective communication and collaboration  
- Members to include MSAF, Fiji Navy, Fiji Police, FRCS, NFA  
- Committee to meet 3 times a year |
|---|---|
| 3.4.1 | Form a working group comprising of MSAF, Fiji Navy, Fiji Police, FRCS, NFA and FPCL  
3.4.2 | Draft TOR for collaboration between these agencies  
3.4.3 | TOR to be reviewed by Legal Team  
3.4.4 | Convene first meeting  
3.4.5 | Ensure compliance and monitoring |
| R: CPSE  
A: CEO  
S: Port Security Team  
C: Solicitors  
I: A/COO, CFO |
| Q1 2022 | Q3 2022 |
| • No common platform/forum for security specific issues  
• Lack of inter-body relations. |

| 3.5 | Establish safe Evacuation Muster Points and practices  
- Dedicated Evacuation Muster Points at safe distance from Port Facility  
- Crisis Management Preparedness |
|---|---|
| 3.5.1 | Draft Evacuations Plans and Routes  
3.5.2 | Identify possible sites  
3.5.3 | Develop MoU for collaboration with Suva City Council  
3.5.4 | Update Management and seek approval |
| R: CPSE  
A: CEO  
S: Port Security Team  
C: Fiji Police, SCC  
I: A/COO, CFO |
| Q3 2022 | Q4 2022 |
| • Unsafe evacuative practices  
• Injury |
| 3.5 | 3.5.5 MoU signed between FPCL and Suva City Council  
3.5.6 Implement Evacuations Plans and Routes  
3.5.7 Incorporate in Port Facility Plans |  
| 3.6 | Review of Tenancy Procedures at M1  
- Standardized procedures  
- Compliance to regulations  
- Crisis Management Preparedness  
3.6.1 Review existing procedures and make relevant amendments  
3.6.2 Draft Procedures  
3.6.3 Draft Procedures to be reviewed by Legal team  
3.6.4 Update Management and seek approval  
3.6.5 Communicate and implement procedures  
3.6.6 Monitor compliance  
R: CPSE  
A: CEO  
S: Port Security Team  
C: SLW, Tenants  
I: A/COO, CFO | Q4 2022  
Q1 2023 |  
| 3.7 | To conduct training and obtain certification for IMO Standard Port Security Training  
- Certification  
- All Port Security Team Members (external and internal) to undergo training  
- Crisis Management Preparedness  
3.7.1 Develop Training Plan  
3.7.2 Facilitate Trainings for all Port Security Team Members (external and internal)  
- Crisis Management  
3.7.3 Conduct routine appraisals  
3.7.4 Develop Behaviour Based Management framework  
3.7.5 Update Management and seek approval  
3.7.6 Implement Behaviour Based Management  
R: CPSE  
A: CEO  
S: Port Security Team, TTDO  
C: Contracted MSG, Fiji Maritime Academy  
I: A/COO, CFO | Continuous  
Continuous |  
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### 3.8 Conduct new recruitments and succession planning
- Setting higher standards of professionalism
- Competence based
- Departmental growth
- Effective back-up/alternatives
- Capacity Building

<table>
<thead>
<tr>
<th>Subsection</th>
<th>Activity</th>
<th>Responsible</th>
<th>Action</th>
<th>Start Date</th>
<th>End Date</th>
<th>Notes</th>
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<tr>
<td>3.8.1</td>
<td>Review team structure</td>
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<td>3.8.2</td>
<td>Review Job Descriptions</td>
<td>A: CEO</td>
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<td>Continuous</td>
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<tr>
<td>3.8.3</td>
<td>Assist HRBA to compile Aptitude Tests</td>
<td>S: Port Security Team, HCS Team</td>
<td>S: Port Security Team, HCS Team</td>
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<td>2022</td>
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<td>3.8.4</td>
<td>Conduct competence-based interviews</td>
<td>C: AMHCS, CEO</td>
<td>C: AMHCS, CEO</td>
<td>2022</td>
<td>2022</td>
<td>Continuous</td>
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</table>

### 3.9 Installation of Guard Rails / Barriers along Harris Road
- Protection to Infrastructure Protection against Security Breaches

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<th>Activity</th>
<th>Responsible</th>
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<td>Consultation with Assets Team and FRA</td>
<td>S: Port Security Team, Assets Team</td>
<td>S: Port Security Team, Assets Team</td>
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<td>Update Management Procurement and installation by FRA</td>
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<td>C: Assets Team</td>
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<td>2022</td>
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### 3.10 Design and update Staff ID Cards
- Aesthetic Design
- Covid-19 vaccination details

<table>
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<th>Activity</th>
<th>Responsible</th>
<th>Action</th>
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<th>End Date</th>
<th>Notes</th>
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<td>3.10.2</td>
<td>Collect staff data</td>
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<td>A: CEO</td>
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<td>3.10.3</td>
<td>Print and issue new ID cards to staff</td>
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<td>S: Port Security Team, OHS Team</td>
<td>2022</td>
<td>2022</td>
<td>Continuous</td>
</tr>
</tbody>
</table>

- Staff incompetency
- Delays in outputs
- Continuous accidents/breaches
- Continuous damage to asset
- Continuous expenses incurred for repairs
- Obsolete Design
## 5.4 FOCUS AREA 4

### FOCUS AREA 4: SHIP AND SHORE INTERFACE

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>DESIRED OUTPUTS</th>
<th>ACTION ITEMS</th>
<th>RASCI</th>
<th>START</th>
<th>FINISH</th>
<th>POTENTIAL RISKS</th>
</tr>
</thead>
</table>
| 4.1 Protocols for Cruise Vessel Tour Operators | • Covid-19 free operations  
• Standardized procedures  
• Effective crowd control  
• Efficient monitoring of activities  
• Crisis management preparedness  
• Enabling collective safety and security | 4.1.2 Convene meeting with MCTTT and MoH  
4.1.3 Relook at existing procedures and strategize new procedures  
4.1.4 4.1.3 Consider shifting of Tour Operators outside of port facilities  
4.1.5 Prepare draft Procedures  
4.1.6 Draft Procedures to be reviewed by Legal team  
4.1.7 Update Management and seek approval  
4.1.8 Communicate and implement procedures  
4.1.9 Monitor compliance | R: CPSE  
A: CEO  
S: Port Security Team, OHS, MCO  
C: HMO, MCTTT, MoH  
I: A/COO, CFO | Q1 2022 | Q3 2022 | • Non-compliance of National Covid-19 Protocols  
• Security Incidents  
• Smuggling activities  
• Exploitation of Tourists |
| 4.2 Digitalization of Port User License Application Procedures | • Optimizing processes/Increased efficiency  
• Enhanced Data Collection  
• Empowering Staff  
• Reduced Risk  
• Engaging Customers | 4.2.1 Review existing procedures  
4.2.2 Draft flowchart for digital procedures  
4.2.3 Update Management and seek approval for new app to be developed  
4.2.4 New app on Port User License Application developed  
4.2.5 User guide and testing completed | R: CPSE  
A: CEO  
S: Port Security Team  
C: MICT, CFO  
I: A/COO | Q3 2022 | Q2 2023 | • Inefficient time utilization  
• Ineffective record keeping |
4.2.6 Communicate and train users on the use of new app
4.2.7 Implement and monitor

4.3 Develop SOP’s for security incidents on ships

- Measures designed to protect the port facility, ships, persons, cargo and stores
- Crisis Management Preparedness
- Capacity Building
- Steady cooperation between organizations

4.3.1 Convene meeting with relevant border organisations - MSAF, National Fire Authority, Water Police, Dept of Immigration and FRCS
4.3.2 Identify responsibilities for these agencies
4.3.3 Develop Draft SOP
4.3.4 Legal team to review draft SOP
4.3.5 Update Management and seek approval
4.3.6 Conduct drills
4.3.7 Implement and monitor

R: CPSE
A: CEO
S: Port Security Team, OHS
C: HMO, MSAF, National Fire Authority, Water Police, Dept. of Immigration, FRCS
I: A/COO, CFO

<table>
<thead>
<tr>
<th>Q4</th>
<th>Q2 2023</th>
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<tr>
<td>2022</td>
<td>2023</td>
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- Ineffective contingency planning
- Staff incompetency
### 6.0 CALENDAR REPRESENTATION OF MASTER PLAN

<table>
<thead>
<tr>
<th>ACTION ITEMS</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td>Quarterly Security Drills and Trainings</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
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<tr>
<td>Security Key Control</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<tr>
<td>Maritime Security Guards Contract</td>
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<td>Port Facility Security Plan for Suva and Lautoka Ports</td>
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<td>Handheld VHF Radios</td>
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<td>PUL/ID Card Printers Contract</td>
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<td>CCTV Surveillance System Upgradation</td>
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<td>Drone Surveillance</td>
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<td>Wreck Removal Governance</td>
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<td>Integrated Security Access Control System</td>
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<td>MoU Land Transport Authority</td>
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<td>MoU Fiji Revenue and Customs Services</td>
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<td>Razor Wire/Hardening of Perimeter Fences</td>
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<td>Protocols for Cruise Vessel Tour Operators</td>
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<td>Wreck Removal Governance</td>
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<td>Port Security Advisory Committee</td>
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<td>Internal ISPS Audit</td>
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<td>Oil Spill Response Plan</td>
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<td>Port Security Harbour Patrols</td>
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<td>Evacuation Muster Points</td>
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<td>Secondary Access Control at M1</td>
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<td>Digitalization of Port User Application Procedures</td>
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<td>Water Taxi Services</td>
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<td>Diving Services</td>
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<td>Review of Tenancy Procedures at M1</td>
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<td>SOP’s for Security Incidents on Ships</td>
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<tr>
<td>Strengthening of Vulnerable Access Points at M1 &amp; M2</td>
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<td>IMO Standard Port Security Training</td>
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<tr>
<td>New Recruitments and Succession Planning</td>
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<tr>
<td>Installation of Guard rails and barriers along Harris Road</td>
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<tr>
<td>Design and update Staff ID Cards</td>
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<td>CEO</td>
<td>2022</td>
<td>2024</td>
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