

FIJI PORTS CORPORATION LIMITED



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.

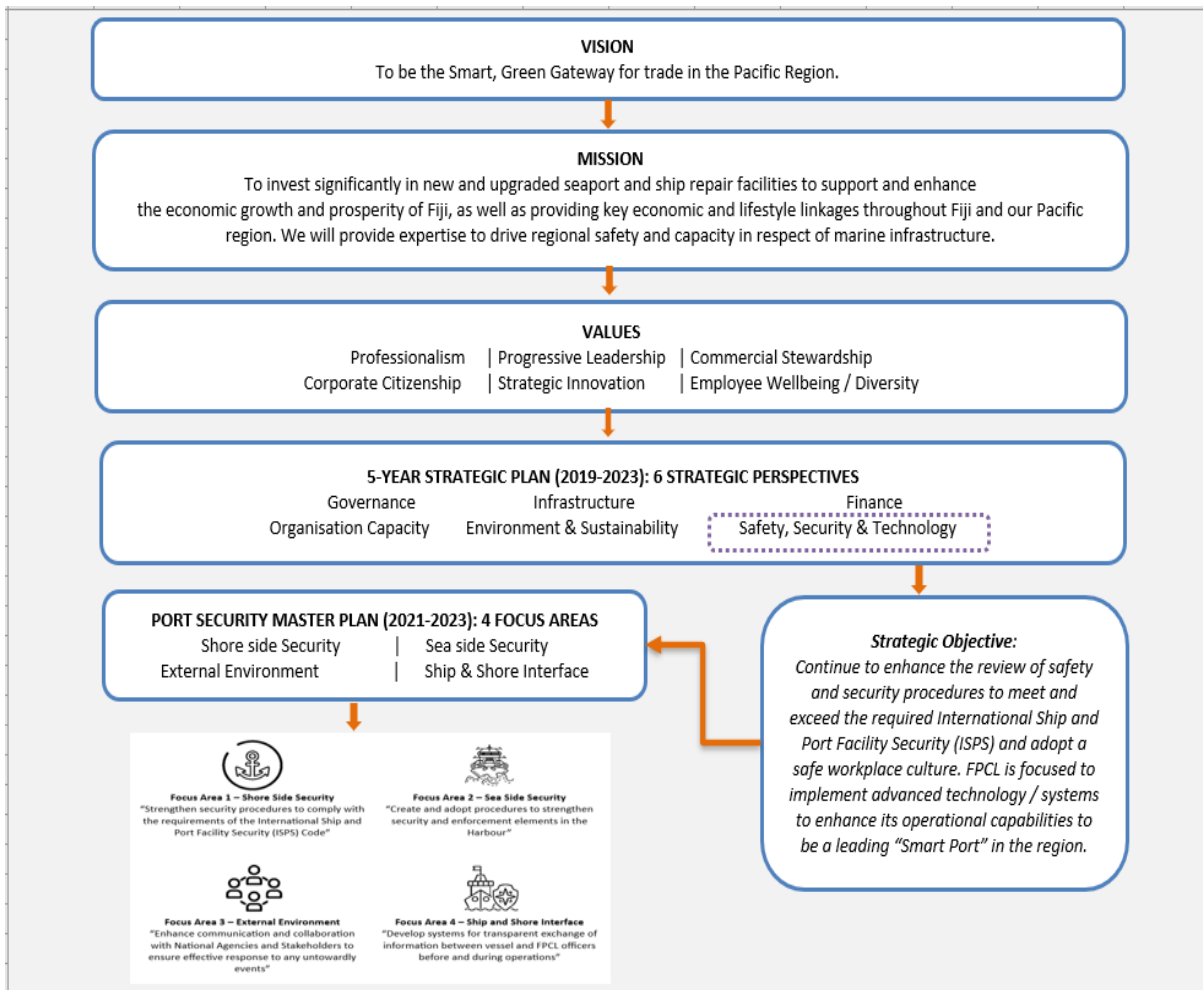
FPCL continues to work towards its vision to become the Smart, Green Gateway for trade in the Pacific Region to allow Fiji Ports to optimize on this advantage to facilitate trade for the nation. FPCL operates the major port facilities in Suva and Lautoka and the secondary port of Levuka and oversees 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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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.

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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.

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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

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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:

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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”



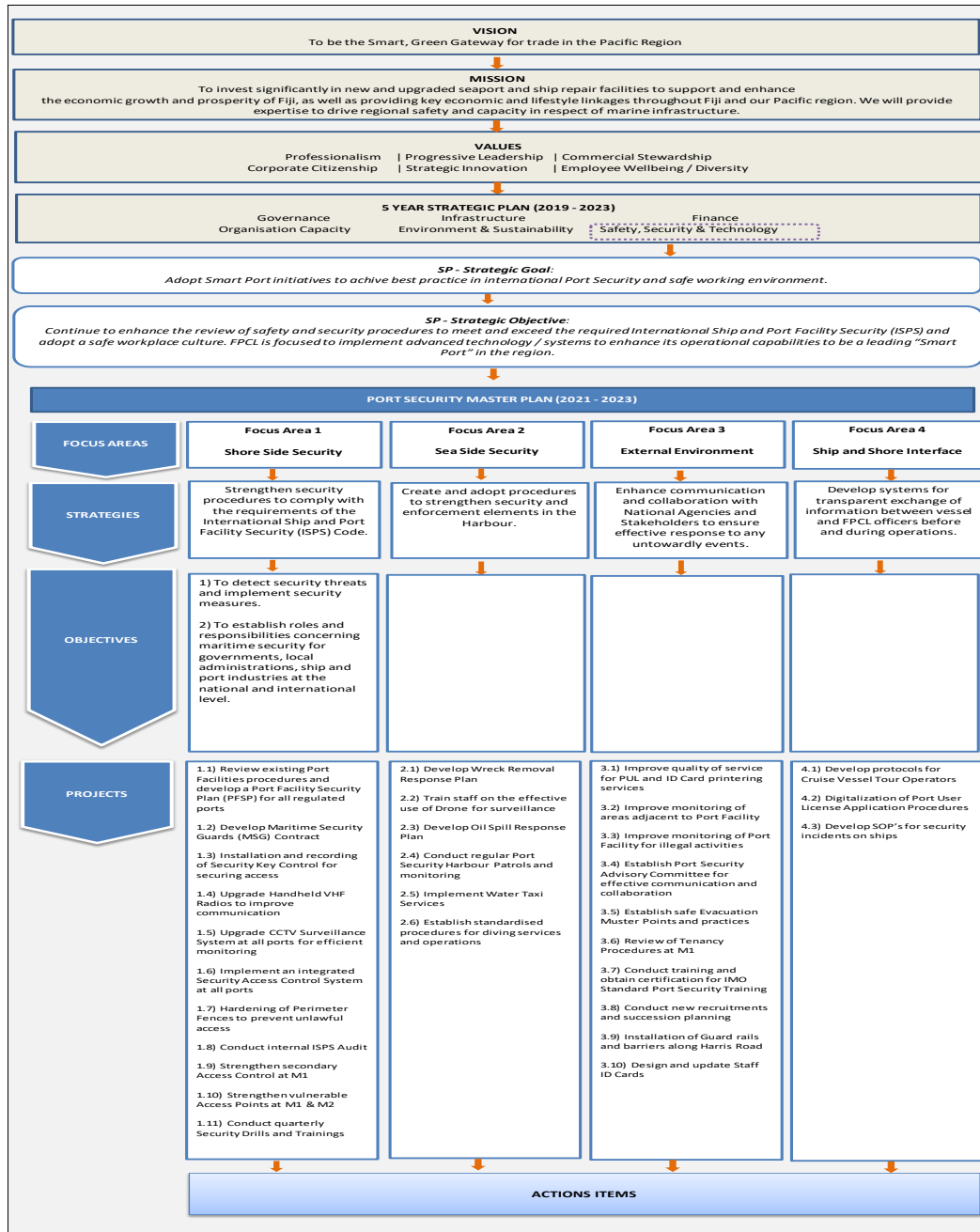
Focus Area 3 – External Environment
 “Enhance communication and collaboration with National Agencies and Stakeholders to ensure effective response to any untowardly events”



Focus Area 4 – Ship and Shore Interface
 “Develop systems for transparent exchange of information between vessel and FPCL officers before and during operations”

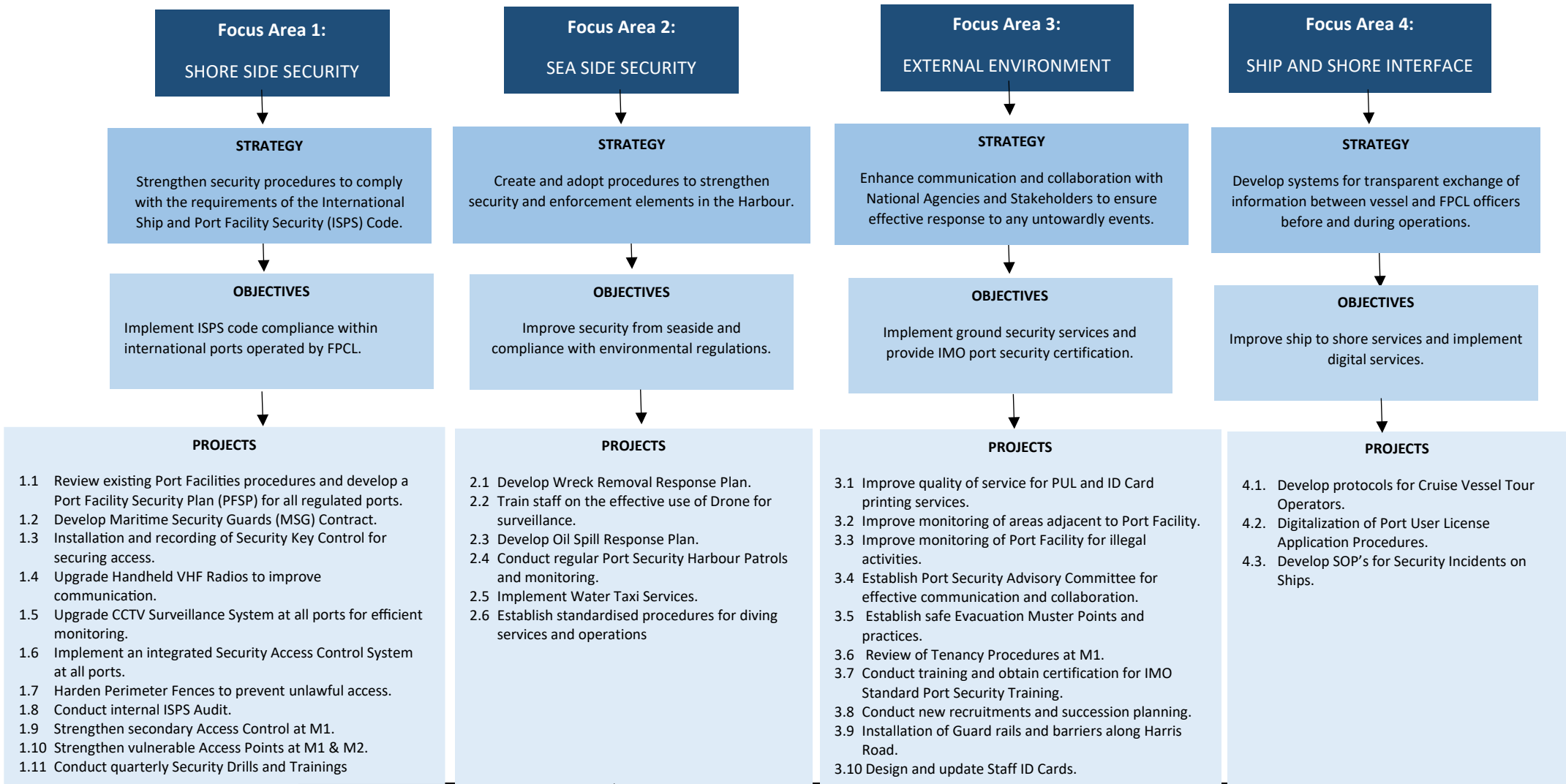
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4.0 PORT SECURITY MASTER PLAN (2021-2023) OVERVIEW



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4.0 PORT SECURITY MASTER PLAN (2021-2023) SUMMARY



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ACTION ITEMS

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5.0 FOCUS AREA BREAKDOWN

5.1 FOCUS AREA 1

FOCUS AREA 1: SHORE SIDE SECURITY						
PROJECTS	DESIRED OUTPUTS	ACTION ITEMS	RASCI	START	FINISH	POTENTIAL RISKS
1.1 Review existing Port Facilities procedures and develop a Port Facility Security Plan (PFSP) for all regulated ports	<ul style="list-style-type: none"> 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	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: MSAF</i> <i>I: A/COO, CFO</i>	Q2 2021	Q4 2021	<ul style="list-style-type: none"> ISPS Code Non-Compliance Non-Renewal of compliance certificate
1.2 Develop Maritime Security Guards (MSG) Contract	<ul style="list-style-type: none"> 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	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: Ministry of Defence, CFO</i> <i>I: A/COO</i>	Q2 2022	Q4 2022	<ul style="list-style-type: none"> Non-Binding Contract Outdated scope of services Non-utilisation of best service provider available

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1.3 Installation and recording of Security Key Control for securing access	<ul style="list-style-type: none"> • Effective Access Control • Crisis Management Preparedness • Clerical Benefits 	1.3.1 Identify points for securing access at port entry 1.3.2 Update Management and seek approval on the recommendations 1.3.3 Procurement of padlocks 1.3.4 Installation and recording of Security Key Control for securing access	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team, Maintenance Team</i> <i>C: External vendors</i> <i>I: A/COO, CFO</i>	Q2 2021	Q3 2021	<ul style="list-style-type: none"> • Loss of keys • Security Breach
1.4 Upgrade Handheld VHF Radios to improve communication	<ul style="list-style-type: none"> • Efficient Utilisation • Crisis Management Preparedness • Enabling collective safety 	1.4.1 Identify and procure handheld VHF radios 1.4.2 Implement and conduct routine checks	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: External Vendors</i> <i>I: A/COO, CFO</i>	Q3 2021	Q4 2021	<ul style="list-style-type: none"> • Inefficient communication • Delay in instruction/action
1.5 Upgrade CCTV Surveillance System at all ports for efficient monitoring	<ul style="list-style-type: none"> • 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 1.5.2 Develop TOR 1.5.3 Advertisement for Tender 1.5.4 Evaluation of Tender Bids by the Tender Committee 1.5.5 Update Management and seek approval 1.5.6 Draft Contract/SLA 1.5.7 Seek legal review of the contract 1.5.8 Installation of CCTV Surveillance System 1.5.9 Implementation and regular monitoring	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: External Vendors, MICT, CFO</i> <i>I: A/COO</i>	Q3 2021	Q1 2023	<ul style="list-style-type: none"> • Security Breaches/Incidents • Lack of Surveillance • Lack of security monitoring/evidence collecting • Blind spots
1.6 Implement an integrated Security Access Control System at all ports	<ul style="list-style-type: none"> • 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	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: External Vendors, SLW, MICT, CFO</i> <i>I: A/COO</i>	Q4 2021	Q2 2023	<ul style="list-style-type: none"> • Security Breaches and Incidents • Inefficient utilization of man power • Ineffective Access Control

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		1.6.8 Installation of an integrated Security Access Control System 1.6.9 Implementation and regular monitoring				
1.7 Harden Perimeter Fences to prevent unlawful access	<ul style="list-style-type: none"> • Impenetrable Protection • High Durability 	1.7.1 Identify points for hardening at all sites 1.7.2 Assess and compute requirements 1.7.3 Procurement of razor wires and other relevant materials 1.7.4 Installation of razor wires at all ports	R: CPSE A: CEO S: Port Security Team, Maintenance Team C: External vendors I: A/COO, CFO	Q1 2022	Q4 2022	<ul style="list-style-type: none"> • Illegal activities • Theft • Unlawful access
1.8 Conduct internal ISPS Audit	<ul style="list-style-type: none"> • Transparent Review • Growth • Reduced Risk • Improved compliance 	1.8.1 Prepare ISPS Internal Audit Checklist 1.8.2 Train the Auditors 1.8.3 Conduct audit and compile report 1.8.4 Rectify observations and compile Report 1.8.5 Update Management	R: CPSE A: CEO S: Port Security Team C: CEO I: A/COO, CFO	Q2 2022	Q4 2022	<ul style="list-style-type: none"> • Non-conformities, deficiencies unchecked. • Non-rectification of pending matters.
1.9 Strengthen secondary Access Control at M1	<ul style="list-style-type: none"> • Efficient Crowd Control • Eradicate illegal vehicle parking procedures • Control Access to Jetty • Crisis Management Preparedness 	1.9.1 Conduct an assessment of current situation at M1 1.9.2 Update Management and seek approval for additional manpower 1.9.3 Increase manning at M1 1.9.4 Implement additional Access Control System	R: CPSE A: CEO S: Port Security Team C: SLW, External Vendors I: A/COO, CFO	Q3 2022	Q1 2023	<ul style="list-style-type: none"> • Security Breaches/Incidents
1.10 Strengthen vulnerable Access Points at M1 & M2	<ul style="list-style-type: none"> • Increased efficiency • Impenetrable Protection • Empowering Staff • Reduced Risk 	1.10.1 Identify vulnerable points at M1 and M2 1.10.2 Assess situations and propose solutions 1.10.3 Draft an Action Plan 1.10.4 Update Management and seek approval 1.10.5 Implement the Action Plan and monitor vulnerable access points at M1 and M2	R: CPSE A: CEO S: Port Security Team C: SLW I: A/COO, CFO	Q1 2023	Q2 2023	<ul style="list-style-type: none"> • Security Breaches/Incidents

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<p>1.11 Conduct quarterly Security Drills and Trainings</p>	<ul style="list-style-type: none"> • ISPS Drills • Review execution and facilitate trainings/amendments as needed • Crisis Management Preparedness • Capacity Building 	<p>1.11.1 Conduct quarterly drills 1.11.2 Conduct routine trainings 1.11.3 Conduct routine security meetings 1.11.4 Update Management on a quarterly basis</p>	<p><i>R: CPSE A: CEO S: Port Security Team C: HMO I: A/COO, CFO</i></p>	<p>Continuous</p>	<p>Continuous</p>	<ul style="list-style-type: none"> • Ineffective contingency planning • Staff incompetency
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5.2 FOCUS AREA 2

FOCUS AREA 2: SEA SIDE SECURITY						
PROJECTS	DESIRED OUTPUTS	ACTION ITEMS	RASCI	START	FINISH	POTENTIAL RISKS
<p>2.1 Wreck removal response plan</p> <p>(a) Establish criteria by which the Port versus other regulators are responsible for costs for wreck removal</p> <p>(b) Establish standard operating requirements for wreck disposal including environment and to aid in efficient disposal practices</p> <p>(c) Review / revise definitions around abandoned vessels, bonds requirements, owners' registration details, declaration of sale or disposal etc</p>	<ul style="list-style-type: none"> Prevention of wrecks/derelicts Standard operating requirements for wreck disposal Crisis Management Preparedness 	<p>2.1.1 Establish responsibility within Harbour Master Office by forming an Action Group</p> <p>2.1.2 Identify FPCL's responsibilities against the National Plan</p> <p>2.1.3 Initiate recommendations relating to ADB wreck removal</p> <p>2.1.4 Initiate meetings and identify potential collaborations with MSAF and funding agencies</p> <p>2.1.5 In consultations with MSAF and relevant agencies develop Standard Operating Procedures (SOPs) for FPCL</p> <p>2.1.6 Consult and collaborate with stakeholders to prevent vessels becoming derelict within the Port boundary</p> <p>2.1.7 Develop MoU for collaboration with MSAF</p> <p>2.1.8 Update Management and seek approval</p> <p>2.1.9 Develop a Board Paper and submit to the Board</p> <p>2.1.10 MoU signed between FPCL and MSAF</p> <p>2.1.11 Seek legal opinion from SG's Office for SOP and removal order process</p> <p>2.1.12 Implement and review FPCL SOPs</p>	<p>R: CPSE</p> <p>A: A/COO</p> <p>S: Enforcement Team</p> <p>C: CEO, HMO, RCA, MSAF</p> <p>I: CFO</p>	<p>Q4</p> <p>2021</p>	<p>Q4</p> <p>2022</p>	<ul style="list-style-type: none"> Ineffective record keeping Lack of procedures Non-removal of wrecks/derelicts Navigational Hazards

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		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				
2.2 Train staff on the effective use of Drone for surveillance	<ul style="list-style-type: none"> Increased Coverage Routine patrolling of Harbour via pre-dedicated routes Efficient Monitoring Crisis Management Preparedness 	2.2.1 Conduct trainings to staff 2.2.2 Receive authorisation by CAAF for the use of drones 2.2.3 Draft plan, routes and procedures 2.2.4 Update Management and seek approval for the Plan Implement the Plan and Procedures	<i>R: CPSE A: CEO S: Port Security Team C: CAAF, HMO I: A/COO, CFO</i>	Q4 2021	Q1 2023	<ul style="list-style-type: none"> Security Breaches/Incidents Lack of Surveillance Lack of security monitoring/evidence collecting Lack of utilization of resources
2.3 Oil Spill Response Plan	<ul style="list-style-type: none"> 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 2.3.2 Identify FPCL's responsibilities against the National Plan 2.3.3 In consultations with MSAF and relevant agencies develop Standard Operating Procedures (SOPs), Pollution detection methodologies, procedures and checklists for FPCL 2.3.4 Initiate meetings and identify potential collaborations with MSAF and funding agencies 2.3.5 Develop MoU for collaboration with MSAF 2.3.6 Update Management and seek approval 2.3.7 Develop a Board Paper and submit to the Board	<i>R: CPSE A: A/COO S: Enforcement Team C: CEO, HMO, MSAF I: CFO</i>	Q2 2022	Q2 2023	<ul style="list-style-type: none"> Incapability in contingency actions Oil pollution

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		<p>2.3.8 MoU signed between FPCL and MSAF</p> <p>2.3.9 "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 & 3 oil spill - MSAF to bear the cost under the environment levy"</p> <p>2.3.10 Maintain a comprehensive and up to date list of vessel names, vessel owner names, date and category of level of infringement</p> <p>2.3.11 Provide Quarterly Reports to Management</p> <p>2.3.12 Advertisement of tender for the pollution boat</p> <p>2.3.13 Evaluation of Tender Bids by the Tender Committee</p> <p>2.3.14 Conduct sea trial of the pollution boat</p> <p>2.3.15 Acquire pollution boat</p>				
<p>2.4 Conduct regular Port Security Harbour Patrols and monitoring</p>	<ul style="list-style-type: none"> Routine water patrols by Fiji Police Improved monitoring of Harbour Refuting of illegal activities within Port Limits 	<p>2.4.1 Convene meeting with Fiji Police via PSAC</p> <p>2.4.2 Develop Action Plan for port security harbour patrols</p> <p>2.4.3 Develop MoU for collaboration with MSAF</p> <p>2.4.4 Update Management and seek approval</p> <p>2.4.5 Develop a Board Paper and submit to the Board</p> <p>2.4.6 MoU signed between FPCL and MSAF</p> <p>2.4.7 Implement Action Plan</p>	<p>R: CPSE A: CEO S: Port Security Team C: Fiji Police, FRCS I: A/COO, CFO</p>	<p>Q3 2022</p>	<p>Q4 2022</p>	<ul style="list-style-type: none"> Illegal activities Thefts, unlawful boarding

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<p>2.5 Implement Water Taxi Services</p>	<ul style="list-style-type: none"> Regulated traffic in the harbour Effecting standardised crew change procedures Ensuring security for vessels at anchorages 	<p>5.1 Convene meeting with MSAF, Water Police, FRCS</p> <p>5.2 Develop policy for regulating water taxi services</p> <p>5.3 Advertisement of tender to provide water taxi services</p> <p>5.4 Evaluation of Tender Bids by the Tender Committee</p> <p>5.5 Update Management and seek approval</p> <p>5.6 Facilitate PUL for selected service provider</p> <p>5.7 Implement and enforce with assistance from MSAF, Water Police and SLW</p>	<p>R: CPSE A: CEO S: Port Security Team, SLW C: Fiji Police, MSAF, Water Police, FRCS I: A/COO, CFO</p>	<p>Q4 2022</p>	<p>Q2 2023</p>	<ul style="list-style-type: none"> Security Breaches Thefts at Anchorages Smuggling activities Unlawful Boardings
<p>2.6 Establish standardised procedures for diving services and operations</p>	<ul style="list-style-type: none"> Regulated Diving Services in the harbour Effecting standardised diving procedures Ensuring security of vessels at anchorages/berths Ensuring safety of divers 	<p>2.6.1 Consult with SLW and HMO</p> <p>2.6.2 Establish standardised procedures for diving services and operations</p> <p>2.6.3 Advertisement of tender to provide diving services</p> <p>2.6.4 Evaluation of Tender Bids by the Tender Committee</p> <p>2.6.5 Update Management and seek approval</p> <p>2.6.6 Facilitate PUL for selected service provider</p> <p>2.6.7 Implement and enforce with assistance from SLW and HMO</p>	<p>R: CPSE A: CEO S: Port Security Team C: SLW, HMO I: A/COO, CFO</p>	<p>Q4 2022</p>	<p>Q2 2023</p>	<ul style="list-style-type: none"> Security Breaches Thefts at Anchorages Smuggling activities Unlawful Boardings

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5.3 FOCUS AREA 3

FOCUS AREA 3: EXTERNAL ENVIRONMENT						
PROJECTS	DESIRED OUTPUTS	ACTION ITEMS	RASCI	START	FINISH	POTENTIAL RISKS
3.1 To improve quality of service for PUL and ID Card printing services	<ul style="list-style-type: none"> Improved quality of service and delivery Cost effective 	3.1.1 Develop TOR to engage a PUL/ID Card Printer Service Provider 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	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: External vendors</i> <i>I: A/COO, CFO</i>	Q3 2021	Q4 2021	<ul style="list-style-type: none"> Security Breaches/Incidents Delay in service Inefficient customer service
3.2 Improve monitoring of areas adjacent to Port Facility	<ul style="list-style-type: none"> 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 3.2.4 Implement Action Plan	<i>R: CPSE</i> <i>A: CEO</i> <i>S: RCA, ML, MPA</i> <i>C: Solicitors, LTA</i> <i>I: A/COO, CFO</i>	Q4 2021	Q1 2022	<ul style="list-style-type: none"> Security Breaches/Incidents Illegal activities Damages to property

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<p>3.3 Improve monitoring of Port Facility for illegal activities</p>	<ul style="list-style-type: none"> Improved monitoring of Port Facility for illegal activities Steady cooperation between organizations Evidence sharing/Collaborating in investigations 	<p>3.3.1 Convene meeting with FRCS and develop an Action Plan</p> <p>3.3.2 Develop MoU for collaboration with FRCS</p> <p>3.3.3 Update Management and seek approval</p> <p>3.3.4 MoU signed between FPCL and FRCS</p> <p>3.3.5 Implement Action Plan</p>	<p><i>R: CPSE</i> <i>A: CEO</i> <i>S: RCA, ML</i> <i>C: Solicitors, FRCS</i> <i>I: A/COO, CFO</i></p>	<p>Q4 2021</p>	<p>Q1 2022</p>	<ul style="list-style-type: none"> Security Breaches/Incidents Smuggling activities Lack of Surveillance Non-utilization of available resources
<p>3.4 Establish Port Security Advisory Committee for effective communication and collaboration</p>	<ul style="list-style-type: none"> Members to include MSAF, Fiji Navy, Fiji Police, FRCS, NFA Committee to meet 3 times a year 	<p>3.4.1 Form a working group comprising of MSAF, Fiji Navy, Fiji police, FRCS, NFA and FPCL</p> <p>3.4.2 Draft TOR for collaboration between these agencies</p> <p>3.4.3 TOR to be reviewed by Legal Team</p> <p>3.4.4 Convene first meeting</p> <p>3.4.5 Ensure compliance and monitoring</p>	<p><i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: Solicitors</i> <i>I: A/COO, CFO</i></p>	<p>Q1 2022</p>	<p>Q3 2022</p>	<ul style="list-style-type: none"> No common platform/forum for security specific issues Lack of inter-body relations.
<p>3.5 Establish safe Evacuation Muster Points and practices</p>	<ul style="list-style-type: none"> Dedicated Evacuation Muster Points at safe distance from Port Facility Crisis Management Preparedness 	<p>3.5.1 Draft Evacuations Plans and Routes</p> <p>3.5.2 Identify possible sites</p> <p>3.5.3 Develop MoU for collaboration with Suva City Council</p> <p>3.5.4 Update Management and seek approval</p>	<p><i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team</i> <i>C: Fiji Police, SCC</i> <i>I: A/COO, CFO</i></p>	<p>Q3 2022</p>	<p>Q4 2022</p>	<ul style="list-style-type: none"> Unsafe evacuative practices Injury

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		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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Illegal activities in port premises
3.7 To conduct training and obtain certification for IMO Standard Port Security Training	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Staff incompetency Delays in outputs

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3.8 Conduct new recruitments and succession planning	<ul style="list-style-type: none"> Setting higher standards of professionalism Competence based Departmental growth Effective back-up/alternatives Capacity Building 	3.8.1 Review team structure 3.8.2 Review Job Descriptions 3.8.3 Assist HRBA to compile Aptitude Tests 3.8.4 Conduct competence-based interviews	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team, HCS Team</i> <i>C: AMHCS, CEO</i> <i>I: A/COO, CFO</i>	Continuous	Continuous	<ul style="list-style-type: none"> Staff incompetency Delays in outputs
3.9 Installation of Guard Rails / Barriers along Harris Road	<ul style="list-style-type: none"> Protection to Infrastructure Protection against Security Breaches 	3.9.1 Draft a report to FRA 3.9.2 Consultation with Assets Team and FRA 3.9.3 Update Management 3.9.4 Procurement and installation by FRA	<i>R: FRA</i> <i>A: CEO</i> <i>S: Port Security Team, Assets Team</i> <i>C: Assets Team</i> <i>I: A/COO, CFO</i>	Q1 2022	Q2 2022	<ul style="list-style-type: none"> Continuous accidents/breaches Continuous damage to asset Continuous expenses incurred for repairs
3.10 Design and update Staff ID Cards	<ul style="list-style-type: none"> Aesthetic Design Covid-19 vaccination details 	3.10.1 Design cards 3.10.2 Collect staff data 3.10.3 Print and issue new ID cards to staff	<i>R: CPSE</i> <i>A: CEO</i> <i>S: Port Security Team, OHS Team</i> <i>C: OHS Team</i> <i>I: A/COO, CFO</i>	Q1 2022	Q2 2022	<ul style="list-style-type: none"> Obsolete Design

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5.4 FOCUS AREA 4

FOCUS AREA 4: SHIP AND SHORE INTERFACE						
PROJECTS	DESIRED OUTPUTS	ACTION ITEMS	RASCI	START	FINISH	POTENTIAL RISKS
4.1 Protocols for Cruise Vessel Tour Operators	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Non-compliance of National Covid-19 Protocols • Security Incidents • Smuggling activities • Exploitation of Tourists
4.2 Digitalization of Port User License Application Procedures	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Inefficient time utilization • Ineffective record keeping

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		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	<ul style="list-style-type: none"> 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	<i>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</i>	Q4 2022	Q2 2023	<ul style="list-style-type: none"> Ineffective contingency planning Staff incompetency

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6.0 CALENDAR REPRESENTATION OF MASTER PLAN

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

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