

23 January 2024

Security Agencies,

### **Guidelines on Safe Conduct of Red Teaming Exercises**

This document contains the guidelines on the safe conduct of Red Teaming Exercises for security agencies (“SAs”).

#### **Background**

2 Security Agencies (“SAs”) renewing its security agency licence are required to undergo Security Agencies Competency Evaluation (“SACE”). One of the Core Competencies in SACE “C.4: Routine Exercise (Red Teaming)”, requires SAs to conduct three Red Teaming exercises and submit the exercise reports for documentation evaluation.

#### **Security Incident on 5 January 2024**

3 On 5 January 2024, there was security incident in which a suspicious object resembling a bomb was found in the premises of an industrial estate in Ang Mo Kio. This incident resulted in the activation of Police resources and Singapore Civil Defence Force (“SCDF”) who responded to the scene. This was followed by a chain of disruption to businesses and inconvenience caused to more than 100 people in the industrial estate.

4 Investigation by the Police and SCDF revealed that the suspicious object was a simulated threat object (dummy bomb) used in the conduct of an exercise (Red Teaming) by an SA.

#### **Why Red Teaming Exercise (“RTX”)**

5 The conduct of security RTX focuses on testing the security officer’s (SO) preparedness to security incidents with an element of surprise. It allows the management to identify and address any security gaps, uncovering blind spots in routine workflow while simulating a real-time event.

#### **Safety in Conducting RTX**

6 In the conduct of any RTX, the **safety** of the exercise participants (i.e. exercised personnel and role players) and the members of public are paramount. All SAs are to ensure the safe conduct of all RTX and to ensure the RTX do not cause undue alarm, distress and



inconvenience to the general public. SAs are to do proper planning and do assessment of the site of the RTX before the actual execution of the RTX.

7 The Exercise Manager (i.e. exercise overall in-charge) is to plan the RTX and seek approval from the owner of the building prior to the proposed RTX which will be conducted at the deployment site. The Exercise Manager is to include the following key components in the **planning** and **execution** of the exercise :

#### Planning and Execution of RTX

- a. Assessment on the suitability and sensitivity related to the RTX site (no RTX near banks, in government buildings, VIP residences etc)
- b. Date and time of the RTX (where possible, the time should be of least human traffic)
- c. Communication plan to inform the owner of the premises and/or relevant bodies (e.g. MCST) on the commencement and termination of RTX
- d. Set out the exercise objectives to evaluate the SA's Standing Operating Procedures and response in attending to security incidents

#### Simulated Threat Objects (STO) – objects that resemble a security threat, e.g. bomb, machete, samurai sword etc)

- e. To deploy a safety officer to always have sight of the STO at all times
- f. To record the placement of any STOs at the exercise area
- g. Exercise Manager is to account for the STO at the end of the exercise by confirming the retrieval and safekeep of the STO by the safety officer

#### Prevention of False Alarm

- h. The Exercise Manager is to ensure command and control over the exercised personnel and to terminate the RTX timely before the activation of actual emergencies resources (i.e. Police, SCDF and ambulance)

#### RTX Period No More than Two (2) Hour to Prevent Disruptions of Normal Activities

- i. As a general guide, the testing of the readiness of exercised personnel(s) should be completed **within two (2) hours** from commencement to termination of exercise



- j. The Exercise Manager is to terminate the RTX upon assessment that the exercise objectives are met
- k. The Exercise Manager or the safety officer is to terminate the exercise immediately upon assessment that the safety of exercise participants/members of public is compromised
- l. If and when emergency resources are wrongly activated, the Exercise Manager should take immediate actions to inform the relevant authorities about the on-going exercise and cancel activation

8 In the event of an actual security incident or emergency during the conduct of the RTX, the Exercise Manager or safety officer is to terminate the exercise and inform the premises owner and relevant authorities to clarify that it is not related to the exercise.

9 Please be reminded that an individual or entity may be investigated by the Police for causing any harassment, undue alarm or distress to the member of public if there is no actual emergency.

Issued by:  
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