

CRISIS ▶ RESPONSE

VOL:15 | ISSUE:3 | SEPTEMBER 2020

WWW.CRISIS-RESPONSE.COM

JOURNAL

Protection Prevention Preparedness Response Resilience Recovery



RIP THEM UP AND START AGAIN?

Travel industry resilience | Covid-19
debate | Cybersecurity | Online tribalism
& vigilantism | Frontline responder
wellbeing | Karachi floods | Asteroids

contents

Editor in Chief
Emily Hough
emily@crisis-response.com

Editorial Assistant
Claire Sanders
claire@crisis-response.com

Projects Development Manager
Derya Kemmis
derya@crisis-response.com

Design & Production
Chris Pettican
chris@layoutdesigner.co.uk

News and Blog research
Lina Kolesnikova
lina@crisis-response.com

Web Support
Neil Moultrie

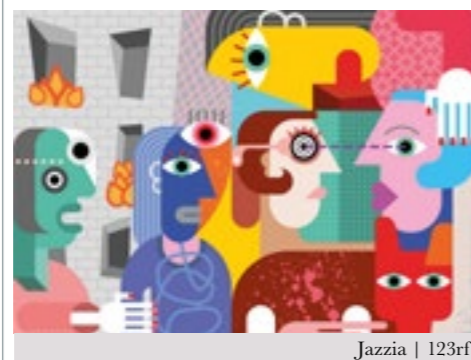
Subscriptions
Crisis Response Journal is published quarterly; it is available by subscription in hard copy or digital.
subs@crisis-response.com

Published by Crisis Management Limited, Sodes Place Farm, Westcott Road, Dorking RH4 3EB, UK
© Crisis Management Limited 2020.
Articles published may not be reproduced in any form without prior written permission.
Printed in England by The Manson Group, UK
ISSN 1745-8633

www.crisis-response.com
Crisis Response Journal on LinkedIn
Twitter @editorialcrj

News	4	Counting the cost of waste	38
Covid-19 questions & comment		The recent monsoon season has brought Pakistan's financial capital, Karachi, to its knees. Luavut Zahid reports	
Covid-19: What went wrong?	8	Cybersecurity	
Emily Hough and Andy Towler introduce a debate that will raise difficult questions, but is aimed at working out the best way forward		Cyber and Covid-19	40
Where next for UK emergency planning?	14	Many organisations have concentrated their management response so much on Covid-19 that other serious threats have been ignored, according to Lyndon Bird	
Philip Trendall says that current arrangements need reform and improvement		Cybersecurity crisis on the horizon	44
Customers at the heart of response	16	It is not too late to make an action plan, says Keyaan Williams	
David Wales suggests that a much more human-centred mindset is needed when designing response strategies		Confronting the cyber storm	46
Leaders, crisis management & Covid-19	20	Ronald Banks advocates a whole-of-nations approach to cybersecurity, particularly when it comes to attacks on critical infrastructure	
Herman B 'Dutch' Leonard, Arnold M Howitt, and David W Giles explore how leaders and their advisors can make effective decisions and implement them		Cybersecurity & industrial espionage	50
Crisis communication during Covid-19	24	Mike O'Neill says the pandemic has forced many companies to adopt technology advancements more quickly than planned	
Drawing upon the 'Stockdale Paradox', our authors provide frameworks to can help leaders to formulate their messages		Cyber resilience and ESG	52
Time for a new kind of hero	28	In the throes of the pandemic, malign cyber actors sense a world of opportunity. Organisations must therefore be cyber resilient, writes Andrea Bonime-Blanc	
Communities need to start solving crises before they happen, because response alone is not the answer, says Eric McNulty		Leading a cyber incident response team	56
Coming together to respond to Covid-19	32	Jelle Groenendaal and Ira Helsloot present a model of cyber incident command to support leaders	
Researchers have been examining the civil contingency response to Covid-19 in the UK, including the influence of social psychology		Civil unrest	
Planning		Post-lockdown tribalism	60
Time to take the asteroid threat seriously	34	Ian Pearson explores the different tribes manifesting as behaviour during lockdown and why it is so important for emergency planners and responders to be aware of these developments	
Debbie Lewis discusses the threat of Near Earth Objects (NEOs), saying that smaller asteroids are more dangerous than previously thought			

Human-centred response: p16



Jazzia | 123rf

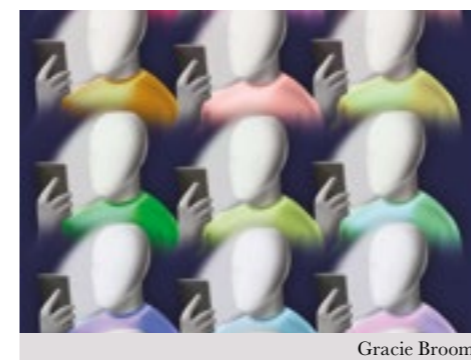
Cyber espionage: p50



Sergio Ingravalle | Ikon Images

Teetering on the brink	63	Mental health in emergency services	83
Claire Sanders comments on the extent of the fragility in communities and society as the global pandemic continues to take its toll		Khoo Swee Giang, Cyrus Chng and Ng Song Lim review the Singapore Civil Defence Force's successful peer support system to improve wellbeing	
Fuelling crime and terror online	64	Insarag Guidelines - fit for purpose	86
The pandemic has seen upward trends in the amount of terrorism and even vigilantism, writes Jennifer Hesterman. Responders need to be aware and ready to act		The International Search and Rescue Advisory Group has reviewed its guidance for dealing with sudden events involving large scale structural collapses. Anwar Abdullah outlines the group's strategy	
Causes, symptoms and solutions	68	Creative crisis problem solving	88
How can we all work together for safety and sustainability when the long-term effects of Covid-19 provide such fertile ground for unrest?		Desiree Matel-Anderson says that innovation is needed for dealing with crises and recurring extreme events, especially when looking to the future, as shown in a deadly tornado incident in Alabama, USA	
Travel resilience		Connecting the dots with drone mapping	90
Dancing with the Covid-19 crisis	72	Collaboration is the key to staying ahead of the curve in the rapidly evolving landscape of drone technology. This is where CRJ Key Network Partner Pix4D's software comes in	
The tourism sector is one of those most seriously affected by Covid-19. I Hakan Yilmaz describes how a chain of resort and city hotels in Turkey responded		Pioneering public safety drones in Croatia	92
Aviation's wings clipped by Covid-19	75	Charles Werner reflects on how a professional firefighter in Croatia has created a pilot project for drones to be used in fire and rescue	
Andy Blackwell examines the effects of the pandemic on the global aviation industry, discusses the response and identifies potential challenges and opportunities for the future		Countering drones & terrorism	94
The gateway to traveller confidence	78	A new EU-based project aims to provide protective measures for first responders to help counter the threats from commercially available drones, says Andrew Staniforth	
The plan to get the travel industry back on track does not have to be an onerous process but will require buy-in from everyone, especially the travellers themselves, says Lloyd Figgins		Regulars	
Responders		Events	96
Redefining performance	80	Frontline	98
Major Leon Yip describes how the Singapore Civil Defence Force has invested in innovative science and technology that can improve responder performance		Claire Sanders speaks to Noella Coursaris, founder of the non-profit organisation Malaika, about her aim to use education to empower girls in the Democratic Republic of Congo	

Terrorism & vigilantism: p64



Gracie Broom

The Great Reset: p96



Anan Punyod | 123rf

Cover story: Is it time to rip up our assumptions?
Cover image: Gracie Broom

comment

This edition of the *CRJ* is about challenging assumptions, unpicking the strands of the Covid-19 pandemic and its multiple cascading consequences, all the while being mindful of how they are conflating with other disasters and emergencies, such as the storms, other extreme weather and wildfires sweeping across the world. Many cosy assumptions about emergency preparedness systems, society, security and international relations have clearly been misguided and, in part, this stems from a historical lack of emphasis on preparedness and mitigation in favour of post-crisis response. On p28 Eric McNulty notes: "The ever greater demands we place on responders are the result of design failures in our institutions and communities," asking, "How often have you seen ... honorifics bestowed on those who labour on mitigation, preparedness and recovery?" This leads us to the status of the complex horizontal and vertical relationships between governments, emergency preparedness experts, responders and, most importantly, the public. Assumptions are all too often being made about public involvement in – and experience of – emergencies, as emphasised by David Wales on p16. When systems are found wanting and citizens don't feel that their needs are being addressed or recognised by authorities, unrest and dissent can proliferate. Starting on p60, *CRJ* looks at some of the manifestations of such unrest, from lockdown tribalism to overzealous digital behaviour. These trends affect us all – business, emergency planners, responders, governments, communities and individuals – and Jennifer Hesterman provides a sobering reminder of what happens when online crime, terror and vigilantism spill over into the real world (p64). This is backed up by the heightened vulnerabilities highlighted by authors in our cyber feature (p40). *CRJ* is not for tearing down systems that work, nor does it advocate the indiscriminate ripping up of assumptions. But failure to ask questions and debate the more difficult subjects that have been skirted around for many years, can only lead to crippling atrophy.



Countering the use of drones for terrorism

Tackling contemporary terrorism requires a proactive stance, as an increasing number of threats have emerged from the use of commercially available drones. A new EU-based project aims to provide protective measures for first responders to help counter the threats, reports **Andrew Staniforth**



The persistent severity of the terrorist threat has forced governments across the world to recognise that a reactive posture will not preserve their national security. Thus, an increasingly proactive and creative approach has been implemented, which is dedicated to identifying new and emerging terrorist threats. This posture is founded upon the security principles of preparedness – identifying new and emerging threats and assessing associated risks and vulnerabilities. The approach now forms an essential part of tackling international contemporary terrorism, including the emerging threat from commercially available drones

as a tactical attack planning option for terrorists.

The adoption of drones for terrorist purposes is a rising security concern for world leaders. In August, 2019, the EU Security Commissioner Julian King reinforced this concern, warning: “Drones are becoming more and more powerful and smarter, which makes them more and more attractive for legitimate use, but also for hostile acts.”

The warning followed the publication of a leaked report in December, 2018, from France’s Anti-Terrorism Unit (UCLAT) to the country’s Special Committee on Terrorism. The report warned of: “A possible terrorist attack on a football stadium

by means of an unmanned drone that could be equipped with biological warfare agents.”

Terrorist use of commercially available drones has already materialised in theatres of conflict with devastating impact, as confirmed by Assistant Commissioner Neil Basu, head of Counter Terrorism Command at London’s Metropolitan Police, who states: “Drones have been used on the battlefield and what’s used on the battlefield will eventually be adapted to be used on domestic soil.”

Europol also reveals that terrorist attacks across Europe show recurrent targeting of public spaces. As terrorist organisations innovate their techniques, Europol says that the response needs to be as equally innovative to mitigate emerging homeland security threats, including those posed by drones.

While the threat landscape from drones is diverse, the greatest concern within the international security community is the expectation that terrorists will continue to flirt with new technologies in an attempt to harness the power of drones to attack crowded public spaces. Catherine De Bolle, Executive Director of Europol, has revealed that a major security concern for Europe remains the return from theatres of conflict of foreign terrorist fighters who have combat and technical expertise, including operational planning for drone attacks.

The threat from further terrorist attacks where crowds gather is generally considered to be high in many nations across the world. While the specific threat from a terrorist act using a drone to attack a public place is considered to be low, the adoption of drones as a tactical option for terrorists to threaten security remains viable. Threat assessments that analyse the attack planning potential are amplified by the increasing availability of drones and their decreasing costs, making them readily accessible to lone actors with hostile intentions.

The combination of the increasing sophistication of drones to carry larger payloads, their capability of being operated beyond the pilot’s line of sight and providing a platform to launch cyberattacks, all make commercially available drones tempting tools for terrorists. Moreover, the number of high profile rogue drone incidents, including the closure of Gatwick airport in the UK in 2018, and the nuclear power station incursions in France by Greenpeace activists that same year, have exposed critical fault lines in the protection of critical infrastructures from drone attacks.

The responses to these major incidents, and other rogue drone incursions, unwittingly reveal attractive vulnerabilities that terrorists are seeking to exploit.

Recognising these security challenges, a consortium of first-responder practitioners, academic security professionals and private industry drone and drone detection partners have joined forces in project DroneWISE, a new European Commission innovation project under the auspices of the Internal Security Fund for Policing, combines multidisciplinary expertise to deliver a series of practical, end-user focused measures designed to amplify and augment the responses to terrorist attacks on public spaces using drones.

Research conducted by consortium partners thus far, when combined with analysis of rogue drone incursions across Europe, indicates that many first responder agencies have not fully developed the capacity

or capability to respond effectively to a drone-related incident, including a potential attack on a public space. The interoperability challenges of multiple emergency service agencies effectively responding to major terrorist incidents are well documented. However, developing and implementing co-ordinated plans to respond to a drone-related terrorist event adds greater layers of complexity.

All first responder agencies must be alert to the terrorist use of drones, including their adoption in conflict zones by insurgent groups to conduct hostile reconnaissance for attack planning and adapting them to carry explosives.

Security forces also report the weaponisation of drones in attempted assassination attacks; military officers have been killed by drones when integrated explosive devices have detonated during their recovery. These incidents highlight just some of the security concerns when responding to the terrorist use of drones, which includes important post-incident forensic recovery and analysis, because drones may hold vital information for police investigations.

Counter-drone command training

The purpose of this project, therefore, is to provide protective measures for first responders so that they can support the prevention of such attacks and are better prepared to respond when attacks occur.

Project DroneWISE will develop and deliver counter-drone command training for all first responder agencies, including tactical options and decision-making frameworks, supported by a counter-drone command training handbook. To address immediate and short term vulnerabilities, training will be delivered to first responder practitioners across Europe during the project. The short term needs of first responder agencies will also benefit from a counter-drone command, control and co-ordination strategy, which provides a multi-agency command policy with decision-making models and a threat and risk matrix.

To meet the medium and long-term needs of first responder agencies, the project will deliver a ‘Counter-drone train-the-trainers programme’ to upskill and amplify first responder training. All training support materials will be accessible via an online portal.

The combination of these measures will improve the co-ordinated emergency response significantly, in order to protect public spaces from drone terrorist attack more effectively. Moreover, the project partners recognise that technology alone cannot solve threats without an increased understanding, awareness and integration of operational plans and procedures of multiple emergency services and authorities responsible for protecting public spaces.

Dr Holger Nitsch, the project co-ordinator of DroneWISE and Head of Research and Social Science Department of Policing at the University of Applied Sciences for Public Service in Bavaria, comments:

“Through delivering the key outputs of the project, we will be able to bring together the different agencies whose response to a terrorist incident is vital.

Our key goals are to support the prevention of terrorist drone attacks and increase the protection of public spaces from the emerging threat from hostile drones.”

Author



ANDREW STANIFORTH is Director of Safer-Europe and a Member of CRJ’s Advisory Panel

■ To learn more about DroneWISE, visit the project website: www.DroneWISE-project.eu



CRISIS▶RESPONSE

JOURNAL | WEBSITE | EVENTS | SOCIAL MEDIA | NETWORKING | BUSINESS DEVELOPMENT



MULTIPLY

the force of your business

Open doors to the people you really want to meet. Influence your market and build your brand awareness, across the global crisis and emergency response fields.

Key Network Partnership:

We call them Key Network Partnerships. Because you're not just becoming a partner of ours - but leveraging access to our entire global network. It's about connecting you with the right decision-makers. We open doors and introduce you to the right people, with the power to transform the next phase of your business development. And it's about intelligently marketing your business, to your target audience, across our global platforms. Extending your reach, increasing your exposure and driving your brand awareness.

Call CRJ today about becoming a Key Network Partner on **+44 (0)203 488 2654**

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY

www.crisis-response.com

CRISIS▶RESPONSE

JOURNAL

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY



SUBSCRIBE NOW

visit www.crisis-response.com for rates and special offers



Authoritative global coverage of all aspects of security, risk, crisis management, humanitarian response, business continuity planning, resilience, management, leadership, technology and emerging trends

PRINT | ONLINE | DIGITAL