ANTIBIOTIC RESISTANCE
CONFRONTING THE GLOBAL CRISIS

PLUS: Brexit; Flooding in France; Nanoparticles & First Responders; Agriculture & terrorism; Search & Rescue in Antarctica; Crisis leadership; Stability policing; Public information & social media; Conflict de-escalation; Robotic developments; Command & Control in the 21st Century

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Contents
News ................................................................. 4
Comment
Break: A European opportunity? .................... 8
Prince Michael of Liechtenstein introduces our section devoted to the UK’s vote to leave the European Union
Views from CRJ ........................................... 12
CRJ’s Editorial Advisory Panel Thoughts on the effects of Brexit upon security, resilience and civil protection
Features & Analysis
Spring flooding in France ......................... 16
Four people died and 24 were injured in flooding earlier this year, write Christophe Libeau and Pierre Joubert
Medical care for all victims of war .......... 20
Seema Lees introduces Emergency, an international NGO that builds hospitals and provides healthcare in countries ravaged by conflict
Fighting the nanoparticle war ................. 22
Nano-technology is of immense value in a wide variety of applications, but nanoparticles can also be toxic to humans, especially first responders. Our authors explain how early detection can protect people working in hazardous environments
Antimicrobial resistance .................... 26
This September, global leaders gather at the UN to launch a new Global Call to Action to combat the rise in antimicrobial resistance. Why is this issue so important? Marc Mendelson and Raman Laxminarayan explain
Flooding in France p16
Nanotoxicity risk p22
The global reaches of antibiotic resistance ....... 30
Sasaki Popescu asks: how would first responders feel about carrying out their noise? How would any person feel about something as simple as shaking hands?
Agriculture as a terrorist target ............. 32
Agriculture and environmental systems are vulnerable to attack, says Christoph Schreith
The ICDO and Swiss co-operation .......... 36
The ICDO and Switzerland have a long history of cooperation to improve civil protection
Urban resilience: People, not technocrats .... 38
We cannot make our cities more resilient if we consider this to be a technocratic issue, says Laura Kavanagh
Mass evacuation mission ....................... 40
Jörg Szafraniec and Albrecht Beck report from a combined KIAM and UNDAC preparedness mission in Vanuatu
Victim identification ......................... 41
Jay Levinson and Abraham Domb provide insight into the complexities of identifying victims after an attack
Working together for safety in the Antarctic .... 42
The remoteness of the Antarctic makes search and rescue a difficult proposition, says Martin Boyle
Crisis management
Struggling with ‘dark dynamics’ .......... 44
Today’s crisis management is not designed for unexplained and poorly understood challenges, writes Patrick Lagadec
CM: From war room to boardroom ......... 48
Tony Jaques says every executive and director should be concerned about preventing crises
Nanotoxicity risk p22
Terrorism, Security, Conflict
UK counter-terrorism strategy ............... 52
Roger Gomm continues to track terrorist trends in counter-terrorism
Crime or terrorism: What’s in a name? ...... 54
It is important to avoid talking to blame ‘terrorism’ for all and any violent acts in society, contends Christine Jessup
Civil protection in the hyper-terrorism age .... 56
Alex Townsend-Drake concludes that civil protection as an end can only be achieved through careful political change
Unlocking sustainable conflict resolution .... 58
Clancy Binns argues that strategic foreign aid is the pathway to sustainable conflict resolution
NATO stability policing ....................... 62
Ulfino Stingo-Discolo presents NATO’s stability policing to tackle the challenges of failing or collapsed nations states
Countering the insider threat ............... 64
Andrew Brown explores on de-escalation and negotiation techniques used when training police in Afghanistan
Working in hostile environments .......... 68
Advice on how to protect yourself in hostile or fragile environments from Tom McKillop
Public safety
Preparing the public for terrorism .......... 72
Susan-Anne and Hayley Watson describe a project on the complexities of preparing the public for terrorist attacks
Social media: A two-way street ....... 74
Rob Shimmery explores how companies and emergency services might improve their use of social media in a crisis
Safety co-operation in Antarctica p42
De-escalation & negotiation p64
An ear to the ground or head in the sand? .... 76
Jan M. Gaalung and Peter W De Vries describe how new insights into how the public responds to a crisis — whether they seek or avoid risk-related information in emergencies — will help shape better risk communication
Technology
Emergence emergency management ......... 79
CRJ talks to Joel Portice of Intermedix
R&D: Robots that assemble themselves .......... 80
Our authors report on tiny, intricate organisms, which have the potential to revolutionise response to all manner of emergency situations
R&D: The potential of apps to save lives ...... 82
Millions of people’s lives have been changed thanks to the ingenuity of Apple’s HealthKit and ResearchKit. There is no telling how many lives will be saved in the future
In-depth
Hashtag hazards ......................... 85
21st century incident response systems .... 86
Addressing terrorist mindsets .......... 88
Prevention or liability? ................. 90
Firefighting in tunnels ................. 92
Regulars
Books ............................................................. 93
Events ............................................................. 94
Looking Back ................................................. 97
Frontline .......................................................... 98

A usual, this edition spans emergency and disaster analysis, prevention, protection, preparedness, response and resilience.
Admittedly, it is equally morbidly fascinating and disturbing to see how crises intersect, confound and exacerbate one another, spawning greater emergencies that appear simply beyond the scope of prevention or mitigation, sometimes leaving agencies seemingly powerless to respond effectively to their sheer scale and complexity. But how bad is the global situation? After all, it is not beyond experts’ capabilities to predict, identify and catalogue tomorrow’s most devastating disasters. Terrorism, natural catastrophes, conflict... This edition addresses and provides insight into all of the above.
At this time, we don’t have definitive statistics for 2016. But, despite the widely-held perception that terrorist attacks are increasing, the US State Department’s annual terrorism report notes a 13 per cent decrease in attacks in 2015, with 14 per cent fewer deaths. This year’s figures might be higher (see page 52), and modus operandi may be shifting, but the line between criminality and terrorism has become blurred, and we must be wary of classifying all violent criminal acts as terrorism, as Christine Jessup warns (page 54).
Again, we know that natural disasters are on the rise. But Munich Re says last year saw a fall in the scope of prevention or mitigation, sometimes leaving agencies seemingly powerless to respond effectively to their sheer scale and complexity. But how bad is the global situation? After all, it is not beyond experts’ capabilities to predict, identify and catalogue tomorrow’s most devastating disasters. Terrorism, natural catastrophes, conflict... This edition addresses and provides insight into all of the above.
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Again, we know that natural disasters are on the rise. But Munich Re says last year saw a fall in the
This new series by David Rubens will identify some of the major issues involved in developing a multi-agency Incident Command System appropriate to today’s hyper-complex crisis and disaster management environments.

The nature of crisis has changed radically in recent years. Rather than being ‘major incidents’ or ‘routine emergencies’, they are now characterised by hyper-complexity and the catastrophic impact of their consequences. The traditional crisis management systems that have traditionally been considered the bedrock of crisis response programmes are repeatedly failing to stand up to these challenges and it has become clear, after incidents such as 9/11 and Hurricane Katrina, that new forms of non-hierarchical, decentralised decision-making and strategy-setting frameworks are needed.

This series looks at some of the issues that traditional hierarchical command systems need to address, suggesting areas for investigation into the benefits of non-traditional command systems. A series of recent global events has significantly tested the traditional command structures, and the complex and cascading consequences of their actions have led to a growing inability to control, predict, and deliver preventative measures – or the time lapse between cognition and actual triggering – which gives time to develop ‘managing the gap’, whether it is the period between crisis detection and warning, or the nature of present day crises means that we can longer think of crises as having a de facto default setting for CM, especially following the development of the formal Incident Command System (ICS), in response to what was seen as failures in multi-agency capability in the 1970s.

The 9/11 attacks, Hurricane Katrina, Fukushima, Haiti and similar incidents, have dramatically shown that any model of crisis management developed in the American context may not be appropriate to the realities of modern crisis scenarios. It follows on from the work of other authorities concerning non-traditional decentralised command systems. This series offers a reappraisal of crisis management models, taking cognisance of the reality of the failures of traditional CM methodologies and the hyper-complexity of their consequences.

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The traditional, centralised, hierarchically-based command and control system accepted as the default foundational system for traditional crisis management, led to a call for a “Redefinition of crisis management, led to a call for a: “Redefinition of crisis management, led to a call for a: “Redefinition of crisis management, led to a call for...”

Author

David Rubens

Incident command: Part I

Instruction to innovation: