

Table of Contents

Acronyms and Abbreviations	21
1. Chapter: Research Question & Approach	25
1.1. Description of the Problem	25
1.2. Approach Strategic Resilience	31
1.3. Research Questions	39
2. Chapter: Methodological Approach & Case Selection Rationale	43
3. Chapter: Definitions and Limitations	47
3.1. Introduction	47
3.2. Definitions	47
3.2.1. Terrorism	47
3.2.2. Jihadi Terrorism	49
3.2.3. Resilience	54
3.2.4. Strategic Resilience	63
3.3. Limitations	65
4. Chapter: Theories and Models	69
4.1. Introduction	69
4.2. Identification and Selection	69
4.3. Analysis	71
4.3.1. Model of Global and Situational Meaning	71
4.3.2. Just-World-Beliefs Theory	83
4.3.3. Logo Theory [Existential Analytic Theory of Meaning]	86
4.3.4. Terror Management Theory	89
4.3.5. Dynamic of Reciprocal Threat Perception	93
4.3.6. Appraisal Tendency Theory	95
4.3.7. Mass-Mediated-Terrorism Concept	99

4.3.8.	The Robespierre Affect	115
4.3.9.	Emotional Contagion / Social Influence Theory	117
4.3.10.	Affiliation Theory	120
4.3.11.	Conservation of Resources Model	123
4.3.12.	Social Support Deterioration Deterrence Model	125
4.4.	Chapter Conclusion	130
5.	Chapter: Analysis and Conclusion	147
5.1.	Introduction	147
5.2.	Identification and Categorisation of Measures	147
5.3.	Nine Critical Tasks	150
5.4.	Priority Tasking in Different Crisis Phases	157
5.5.	Rings of Resilience Model	159
5.6.	Measures	161
5.6.1.	Task and measures during the Mitigation and Preparedness Phase	163
5.6.2.	Tasks and measures during the Response Phase	173
5.6.3.	Tasks and measures through the Recovery and Coping Phase	177
6.	Chapter: First Case – The United Kingdom	189
6.1.	Introduction	189
6.2.	The United Kingdom’s Approach to Counter-Terrorism	189
6.2.1.	ACT: Action Counters Terrorism	194
6.2.2.	ACT: RUN, HIDE, TELL – How to respond to a Firearms or Weapons Attack	197
6.2.3.	Project Servator	204
6.2.4.	ACT Awareness: Identify and Respond to Suspicious Behaviour or Items	209
6.2.5.	ACT Strategic (formerly known as Project Argus)	213
6.2.6.	Cross-Sectoral Security Communications (CSSC)	213
6.2.7.	Step-Change Initiative	216
6.2.8.	CTP Information Sharing Platform	219
6.2.9.	Crowded Places Programme	221
6.2.10.	Loss Mitigation Credit (LMC)	223

6.2.11. National Stakeholder Menu of Tactical Options	224
6.2.12. The City Security Council	226
6.2.13. Secured-by-Design	228
6.2.14. Protective Security Management Systems	231
6.2.15. 'Increasing Crowd Resilience' (ICR) Programme	233
6.2.16. citizenAID RUN-HIDE-TELL-TREAT	236
6.2.17. Local Resilience Forum	241
6.2.18. Non-Damage Business Interruption Coverage	245
6.2.19. Unduly Lenient Sentence Scheme	247
6.2.20. Victim Support	248
6.3. UK Case Study Conclusion	251
7. Chapter: Second Case – The Republic of Singapore	257
7.1. Introduction	257
7.2. Singapore's Counter-Terrorism Approach	257
7.3. Singapore Community Programmes	268
7.3.1. Training and Engagement	268
7.3.1.1. SGSecure Movement	268
7.3.1.2. SGSecure Media Cluster	272
7.3.1.3. SGSecure Community Network	274
7.3.1.4. SCDF Community Emergency Preparedness Programme	275
7.3.1.5. SCDF-PA Civil Defence Ready Homes Programme	278
7.3.1.6. SCDF Emergency Preparedness Centre	280
7.3.1.7. The Singapore Discovery Centre	281
7.3.2. Volunteering	284
7.3.2.1. Volunteer Special Constabulary – Police Officer Scheme	287
7.3.2.2. Volunteer Special Constabulary – Community Officer Scheme	288
7.3.2.3. Neighbourhood Watch Zone Liaison Officer Scheme	289
7.3.2.4. Civil Defence Auxiliary Unit Officer Scheme	290
7.3.2.5. Emergency Preparedness Programme	292

7.3.2.6.	Save-A- Life/Community First Responder Programme	293
7.3.2.7.	Citizens on Patrol Programme	295
7.3.2.8.	Riders on Watch (ROW) Volunteer Scheme	296
7.3.2.9.	Silver Watch Group Ambassador Programme	297
7.3.2.10.	Community Engagement Programme	298
7.3.2.11.	Inter-Racial and Religious Confidence Circles	300
7.4.	Singapore School Programmes	302
7.4.1.	Teaching and Engagement	302
7.4.1.1.	National Education	302
7.4.1.2.	Heritage Education Programmes	303
7.4.1.3.	Total Defence Social Studies Syllabus	305
7.4.2.	Volunteering	306
7.4.2.1.	National Civil Defence Cadet Corps Programme	307
7.4.2.2.	Civil Defence Lionhearters Club (Post-secondary Schools)	309
7.4.2.3.	Junior Civil Defence Lionhearter Programme (Primary schools)	310
7.5.	Singapore Private Sector Programmes	311
7.5.1.	Training and Engagement	312
7.5.1.1.	SGSecure@Workplaces Programme	312
7.5.1.2.	Project Guardian Scheme	314
7.5.1.3.	Security-By-Design – Guidelines for Enhancing Building Security in Singapore	315
7.5.2.	Volunteering	317
7.5.2.1.	SCDF Corporate Safety & Security Programme	317
7.5.2.2.	Safety and Security Watch Group Scheme	318
7.5.2.3.	Corporate First Responder Scheme	320
7.5.2.4.	Industry Safety and Security Watch Group Scheme	321
7.6.	Singapore Victim Support	323
7.7.	Singapore Legal instruments	327

7.8. Singapore Case Study Conclusion	336
8. Chapter: Cross-Case Comparison and Conclusion	339
8.1. Introduction	339
8.2. Assessment	339
8.3. Case Study Conclusion	346
9. Chapter: Synopsis	349
9.1. Implications for Academia	367
9.2. Implications for Practitioners	369
References	373