

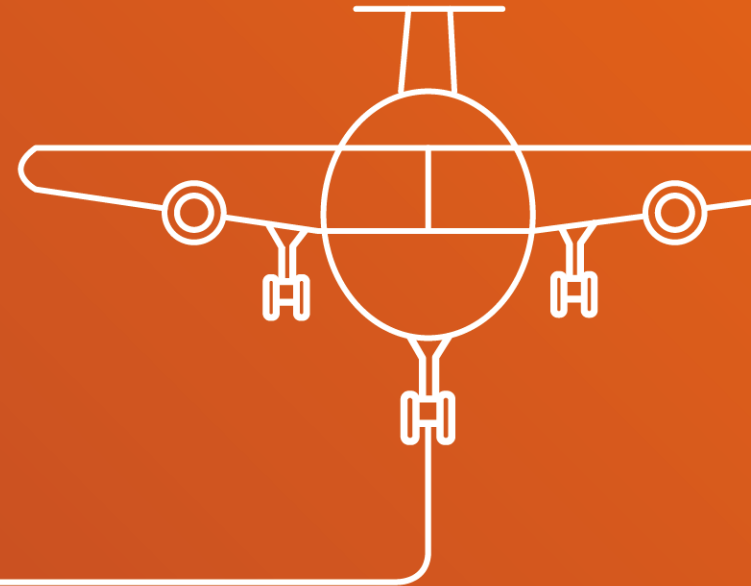


ICAO

AVSEC²⁰²¹

BUSINESS *NOT* AS USUAL

8 -10 SEPTEMBER 2021



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Hybrid Threats

Attacking aviation systems to facilitate physical harm

Acts of unlawful interference with civil aviation, traditionally physical, increasingly cyber, and now hybrid.

AVSEC is not just about physical security

Cyber v Physical Security: a different focus but many crossovers

Different reporting lines, models, language, separate risk registers, risk management techniques*

A tale of 2 silos: limited collaboration, some communication

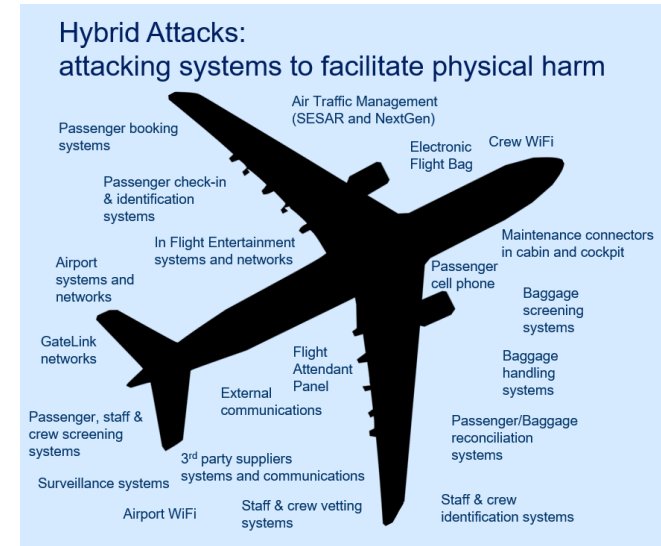
Attack methods

Disabling Critical National Infrastructure

Creative targeting of aviation – offset nav aids

Disabling CCTV over IP networking

The JamCovid App security incident



*Source: "Formation Flying" - NCC Group and 3DAssurance, 2021

Identifying warning signals has become more complex

Lessons for the aviation sector - and other transport modes

- Identification of 'warning signals' is key
- The sector has suffered from missed warning signals
- Hybrid threats increase the risk of warning signals being missed
- Perceived/mis-assessed/wrong assumptions/ threat
- Industry watch – why we need to learn from others
- “Too difficult” box – regular monitoring as a minimum
- Pandemic effect - distracted, disgruntled and demoralised workforce



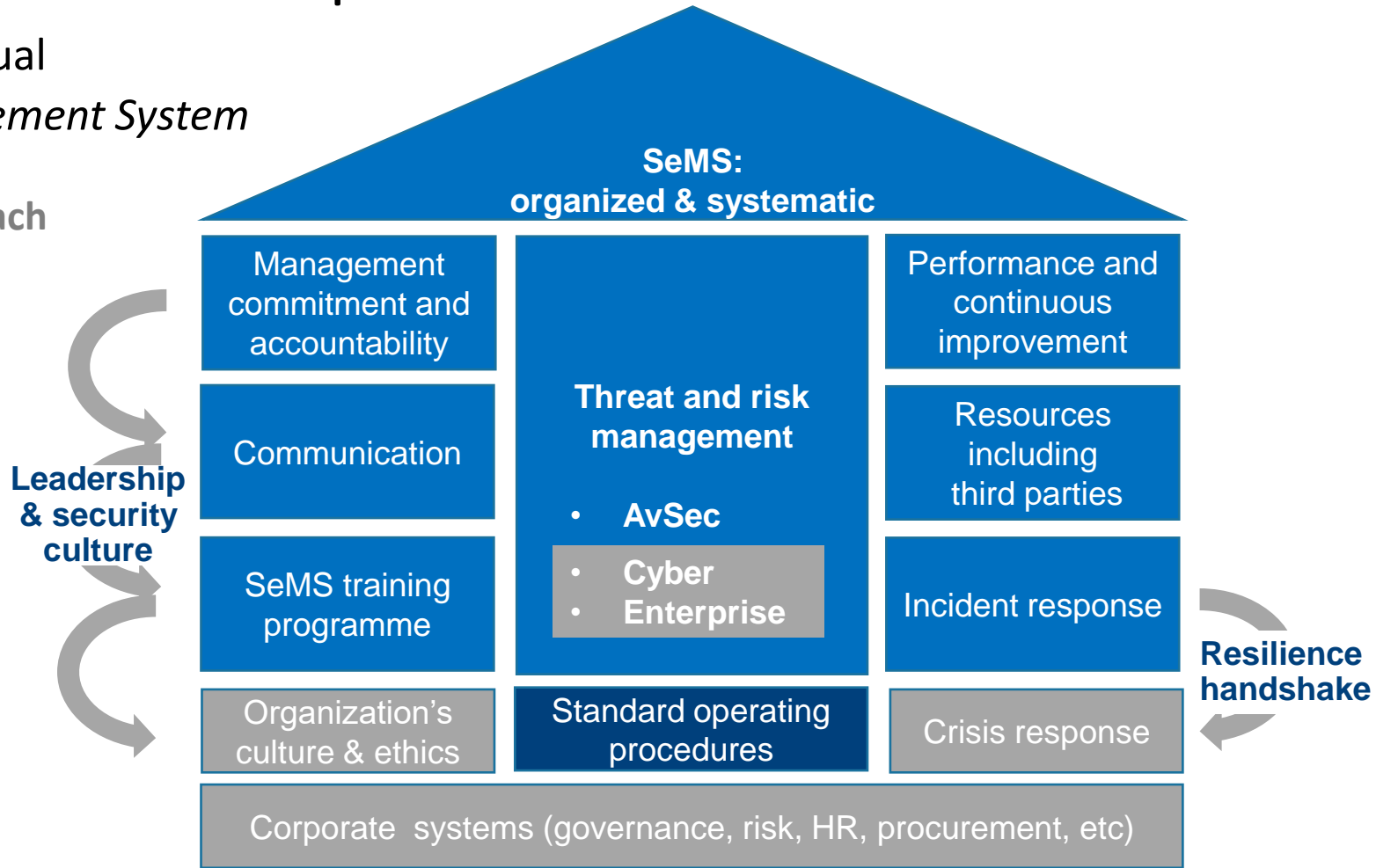
BUT..... ICAO has a solution

Leveraging available means and capabilities

ICAO Doc 8973 Security Manual
 Chapter 9.3: Security Management System

An organized, systematic approach to managing aviation security

- Management commitment and accountability
- Resources (including third-party service providers)
- Threat and risk management
- Performance monitoring, reporting and continuous improvement
- Incident response
- SeMS training programme
- Communication



A key lesson from the pandemic

Having a SeMS improved resilience

“We found that organisations with a robust SeMS managed the pandemic impact better than those without”*

*A national regulator

WHY?

- Warning signals were recognised earlier
- Communication was clearer
- Incident response was ready and was effective
- Escalation to Crisis management was smoother
- Crisis management was ready

HOW?

- Processes were robust, understood, practised
- Security as done, not security as imagined

A robust SeMS:

- *Adapts to reduced resources and ever-changing circumstances and constraints*
- *Leverages available means and capabilities*
- *Proactively prepared for future emergencies**

*ICAO AvSec 2021

Thank You



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