



JANUSIAN
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Security Management of Energy Infrastructure

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Trends in International Energy Security: Implications for Foreign
Relations, Industry & Global Markets

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Running Order



- Janusian is...
- Fundamental issues
- Security strategy basics
- Deeper perimeters
- Integrated strategy
- The right balance

Janusian is...



- A security & political risk consultancy
- An operational security company with assets in the Middle East, Asia, Africa and Former Soviet Union
- A specialist in terrorism risk and assisting clients operating in higher risk environments
- A service provider to a number of multinational corporates and international lenders
- A part of The Risk Advisory Group plc

Energy Infrastructure



Fundamental lesson 1: what are we seeking to protect?

- Exploration and drilling operations
 - Onshore & offshore
- Production, generation and refinery operations
 - Oil & gas
 - Power generation, including nuclear
- Storage facilities and substations
- Pipelines and transmission lines
- Transportation
 - Sea & land
- Downstream points of delivery
- People

Extremely varied in nature and protective requirements

- Long term
- Large

Environment



Fundamental lesson 2: where are we seeking to protect?

- Developing world
 - Conflict zones
 - Iraq, Colombia, Niger Delta, Georgia-Chechnya, Indonesia, Sudan, DRC, etc.
 - Post-conflict or high terrorism threat locations
 - KSA, Algeria, Yemen, Ecuador
 - Politically challenging or higher criminality environments
 - Iran, Venezuela, Russia, Kazakhstan
- Developed world

Massive variety of locations with a host of different challenges

- Hostile?
- Remote?
- Urban?

Threats



Fundamental lesson 3: from what do we seek to protect?

- Situational events arising from conflict zones
- Local insurgencies
 - Attacks on workers
 - Kidnap
 - Attacks on pipelines, facilities and transportation
- International/jihadist terrorism
- Siphoning from pipelines (and consequences)
- Sabotage, vandalism and theft
 - Maritime piracy
 - Vehicle hijack
 - Insider threats
- Protest
 - Blockades
 - Site invasions
- Corruption, fraud and semi-official threats

Security Strategy Basics: Risk Assessment



Assess risk

- Criticality

- Threat assessment

 - Motivations

 - Capabilities

 - Probabilities

- Identify vulnerabilities

 - Conventional survey

 - Scenario planning

 - Red Team

- Determine consequences

- Prioritise responses

- Develop mitigation strategies

Don't forget about interdependence, energy supply is about networks

Security Strategy Basics: Management



Regulated, assisted or unregulated?

Voluntary Principles on Security and Human Rights

Get the management structure right

- Corporate experience and direction
- On-the-ground decision-making
- Security needs vs. business needs

Get the right people mix

- Conventional ex-military/police
- Expert knowledge
- Local knowledge
- Liaison capability
- Acceptability

High profile/low profile

Inclusive/exclusive

Security Strategy Basics: Physical



A physical barrier wherever possible

- A fence and gates

- Procedures for entry and internal layers

- A guard force

 - Local recruitment

 - Vetting

 - Management

 - Training and standards

- Assistance from local security forces

- Effective communications

- Looking out from behind the fence

But cannot apply in every case

- Patrolling

- Quick Reaction Force

- Surveillance

Deeper Perimeters



Deter **Detect** **Delay** **Respond**

Integrated Strategy: Soft Measures



Intelligence

- Strategic

- Tactical

Alert states

Community relations (local)

- Social and environmental programmes

- Recruitment policy

- Liaison and network building

Public relations (external)

- Agenda setting

- NGO outreach

- Deflection/deception

Impact assessments and responses

Home government support

Integrated Strategy: Intermediate Measures



Security force liaison

Clear zones

Psychological and deceptive measures

Counter Intelligence, Surveillance and Reconnaissance

- Covert or Overt

- Specialist or non-specialist

- Management and co-ordination

Aerial surveillance

Electronic measures

- CCTV, detection, tracking systems

Security training for non-specialist personnel

Integrated Strategy: Hard Measures



- Location of assets to minimise vulnerabilities
- Location of assets to maximise response capability
- Visibility of security- plan and replan
- Developed and tested response plans
 - Security force actions
 - Non-security personnel actions
 - Medical
 - Environmental
 - Communications
 - Hostage plans
 - Site evacuation
- Network resilience
 - Duplication
 - Spare capacity
 - Interconnectivity
- Test, reassess, replan

The right balance



- Gather intelligence and use it
- Reach out as well as look out
- Management of security in response to threat levels
- Assess vulnerabilities and test them
- Practice openness and deception
- Low profile without loss of response
- Security managers sharing responsibility with other disciplines
- Local manpower minimising insider threats
- Local manpower working to standards
- Perimeters that stretch to the horizon

Questions?





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