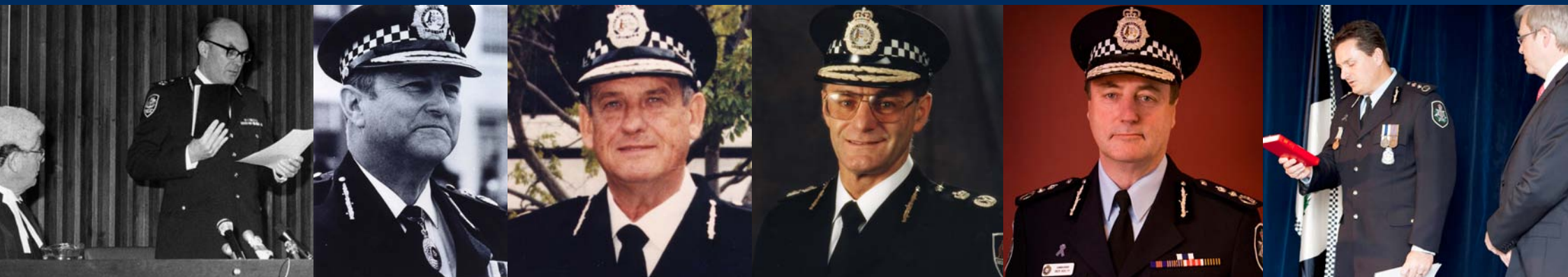




**AFP** 30<sup>th</sup>  
ANNIVERSARY  
1979-2009  
AUSTRALIAN FEDERAL POLICE

Australian Federal Police

# The First Thirty Years



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### **Cover Images**

The cover design shows the six AFP Commissioners from 1979 to 2009. From left to right they are:

Sir Colin Woods KCVO CBE QPM	1979–1982
Major General Ron Grey AO DSO	1983–1988
Peter McAulay AO QPM	1988–1994
Mick Palmer AO APM	1994–2001
Mick Keelty APM	2001–2009
Tony Negus APM	2009–current

# Dedication

This work is dedicated to the men and women of the AFP, sworn and unsworn, who over the past three decades have taken the AFP from an idea to a reality.

By their daily commitment to protect the nation and its citizens, AFP members serve communities, not only in Australia, but in trouble spots around the world making the AFP a unique arm of Australian law enforcement.

## About this Document

While the AFP is still relatively young, it has grown almost continually since 1979. In that time it has had to deal with constantly changing trends in technology and corporate structure in order to keep pace with Government expectations and the business of fighting crime in Australia and overseas. This document captures the facts and figures of the AFP's growth since 1979.

The report recommending the creation of the AFP written by Sir Robert Mark in 1978 in the wake of the Sydney Hilton bombing laid out the foundations for the AFP's creation. That report was typed out on an electric typewriter and printed as a small booklet for the Australian Government to consider. The distribution of this booklet was limited to the interested few.

*Australian Federal Police: The First Thirty Years* is available to view on the World Wide Web and was created using technology that was impossible to imagine in 1979.

This publication is a summary of the AFP's history drawn from annual reports, media releases and other corporate documents; it does not offer an interpretation of the AFP's achievements, leaving the facts to speak for themselves.



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# Foreword

Commissioner Tony Negus has been a member of the Australian Federal Police since 1982 working in a variety of fields, including community policing, federal investigations, training and protection. He has been the officer in charge of both the AFP Brisbane and Sydney offices, as well as heading up the AFP's protection responsibilities.

In July 2006, Commissioner Negus was appointed as the National Manager of Human Resources followed by appointment to Deputy Commissioner Operations on 19 October 2007.

Sworn in as AFP Commissioner on 7 September 2009, Mr Negus has responsibility for the operation and direction of the AFP as well as serving on various boards for other law enforcement agencies.

When I joined the AFP in 1982, I was attracted to a career with the AFP principally because it offered a wider range of career possibilities in policing.

At the time, the AFP was active in community policing, national investigations and international peacekeeping with the United Nations in Cyprus.

As you read through the pages of *Australian Federal Police: The First Thirty Years* it is possible to see at a glance the incredible growth in the AFP's role and capacity that has taken place over the past three decades.

It is only with the passing of time that it is possible to gain perspective on how far the AFP has travelled. During the AFP's early years a few fundamental principles were laid down; these included a spirit of interagency cooperation accompanied by expectations of high integrity and achievement.

It is clear from the pages of this publication that those principles have blossomed with the AFP enjoying excellent interagency relations not only with Australia's state police, but with law enforcement agencies around the world. This level of cooperation was deemed necessary by Sir Colin Woods and actively pursued by all subsequent AFP Commissioners.

At 30 years-of-age the AFP has built its reputation on a tradition of high achievement and professional conduct. This is a legacy that we not only need to champion for ourselves, but in honour of those who have met the challenge before us.

**Tony Negus APM  
Commissioner  
Australian Federal Police**

October 2009



Tony Negus APM  
Commissioner  
Australian Federal Police

# Past Commissioners



## Sir Colin Woods KCVO CBE QPM: AFP Commissioner 1979–1982

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After completing secondary school, Sir Colin Woods joined the British Army (60th Rifles) and was commissioned in the Royal Ulster Rifles (1939–1946).

In 1946 he joined the London Metropolitan Police as a constable and after a policing career involving a range of appointments throughout the London Metropolitan Police, including Assistant Commissioner (Crime), he rose to the rank of Deputy Commissioner. Knighted in 1977, Sir

Colin was also in that year appointed Her Majesty's Chief Inspector of Constabulary in England and Wales – a position he held for two years. He was then selected to be the first Commissioner of the Australian Federal Police, travelling to Australia and being sworn in on 11 September 1979.

Sir Colin was immediately faced with the task of melding two separate organisations, the former Commonwealth Police and ACT

Police, into the fledgling AFP. Within a month of the commencement of AFP operations, the Federal Narcotics Bureau was disbanded and its functions and personnel were transferred to the AFP.

He observed at the time that while various people had been preoccupied with the concept of a national Commonwealth policing body, his role was essentially concerned with people and how it would all come together on the ground. He was also

instrumental in shaping the creation of the Australian Bureau of Criminal Intelligence.

Sir Colin's vision was for the AFP to be universally recognised as an organisation imbued with integrity and one in which members supported and encouraged each other.

Sir Colin Woods retired on 31 August 1982 and returned to England. He passed away at the age of 80 in London on 27 January 2001.



## Major General Ronald Grey, AO DSO: AFP Commissioner 1983–1988

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Ron Grey was a career army officer who attained the rank of Major General in 1978. He served in Borneo, Korea, and had a number of tours of duty in Vietnam. For his service in Vietnam he was made a Companion of the Distinguished Service Order and was awarded the Vietnam Cross of Gallantry with Palm.

During his five-year term with the AFP, Mr Grey served for one year as the chairman of the management

committee of the Australian Bureau of Criminal Intelligence and led the Australian delegations to the Interpol annual General Assembly meetings.

In May 1987, he became the first Australian police commissioner to make an official visit to the People's Republic of China. His understanding and appreciation of international cooperation led to a major expansion of the AFP's overseas liaison officer network during the period he was Commissioner, increasing the

number of countries in which the AFP had posts from three to 12. He was also responsible for focusing government on the cost of crime and the resources required to cope with it.

Another legacy of Mr Grey's military background was a recognition of the value of strategic and tactical intelligence in the fight against organised crime – particularly drug trafficking.

Mr Grey retired from the AFP on 15 February 1988.



## Peter McAulay, AO QPM: AFP Commissioner 1988–1994

Peter McAulay joined the South Australia Police Force as a cadet in 1951 and in 1953 graduated from the South Australia Police Academy and subsequently served in a variety of city and community postings in both uniform and Criminal Investigations Branch.

In 1968 Peter McAulay was seconded to the Commonwealth Police to serve in the Australian Police Contingent of the United Nations Force in Cyprus. After serving in

Cyprus for a year he returned again in 1970 to command the multinational police force.

After returning to South Australia and serving in a range of commands, Mr McAulay was appointed Northern Territory Police Commissioner in 1978. He served in this position until being appointed AFP Commissioner in 1988.

Mr McAulay's extensive knowledge of state police forces and the high regard in which he was held by

other commissioners were critical to the development of the AFP as much depended on the cooperation received from other jurisdictions.

Apart from the development of cooperative working arrangements, Mr McAulay introduced the first major reforms of the AFP including the employment of all personnel under the AFP Act, a reduction in the number of unions and awards and development of the unique AFP employment environment.

During the McAulay years, the groundwork for future modernisation and change within the AFP was laid to ensure that the organisation was ready to face future challenges.

Peter McAulay retired from the AFP on 5 May 1994. He died from a respiratory illness on 14 November 1995.



## Mick Palmer, AO APM: AFP Commissioner 1994–2001

Mick Palmer joined the Northern Territory Police Service in 1963 as a constable and served until 1978 rising through the ranks to become an inspector in 1975.

Between 1979 and 1982 he completed legal studies and was admitted as a Barrister at Law with Honours in Queensland in July 1982. From that time until late 1983 he practised privately in Queensland.

Following his reappointment to the Northern Territory Police as a chief

inspector in 1983, Mr Palmer served in a range of commands before being appointed Commissioner of the Northern Territory Police Fire and Emergency Services on 2 January 1988. In August 1984 he was admitted to practise as a Legal Practitioner of the Supreme Court of the Northern Territory.

Mr Palmer was appointed AFP Commissioner in May 1994. In this role he implemented a major reform program to modernise the work practices and organisation structure

of the AFP consolidating and extending the reforms of the previous commissioner, Peter McAulay and is recognised as having played a lead role in the professionalisation of policing across Australasia.

He was a member of the group of Australian police commissioners that developed the first National Strategy for Police Professionalism in 1989. This strategy has proven instrumental in the development of policing in Australia to face the challenges of the 21st century.

Mr Palmer was the Commonwealth's personal nominee on a range of committees and boards including Deputy Chair of the Australian National Council on Drugs.

In May 1999, Mr Palmer was awarded an Honorary Doctor of Letters from the Charles Sturt University in recognition of his outstanding leadership in the police service. He retired on 14 March 2001.



## Mick Keelty, APM: AFP Commissioner 2001–2009

Mick Keelty was sworn in as AFP Commissioner in 2001 becoming the first commissioner to be appointed from within the ranks of the AFP and only the second to have served two terms.

The September 2001 terrorist attacks in the USA and the AFP's investigation into the 2002 Bali bombings brought with them significant change to the AFP. The organisation expanded significantly taking on responsibility for counter

terrorism, high tech crime, protective security and airport security, as well as peacekeeping and capacity building.

Overseas deployments during Mr Keelty's time as commissioner included Afghanistan, Sudan, East Timor, the Solomon Islands and Papua New Guinea and the continued expansion of the AFP's International Liaison Network.

In 2003, President Megawati Sukarnoputri presented Mr Keelty

with Indonesia's highest policing award in recognition of the AFP's close cooperation with the Indonesian National Police in combating terrorism.

Commissioner Keelty holds a Master's Degree of Public Policy and Administration, a Graduate Certificate in Criminal Justice Education; he is a graduate of the FBI National Academy and a Fellow of the Australian Institute of Management.

He received another overseas honour

in 2008 when President Sellapan Ramanathan, presented him with Singapore's Distinguished Service Order in recognition of his contribution to strengthening the working relationship between the AFP and Singapore's Police Force in addressing regional transnational crime.

Mick Keelty retired on 2 September 2009 having served Australian law enforcement for 35 years.

## **Acknowledgments**

*Australian Federal Police: The First Thirty Years*, was created to mark the AFP's 30th anniversary. The publication collates information drawn from 30 years of annual reports, media releases and a range of corporate communications in an effort to make historical information about the AFP as readily accessible as possible.

In presenting this collected information, acknowledgment is given to the countless number of media and marketing officers, photographers and annual report coordinators who have continually recorded the efforts of the AFP over three decades. Much of the human story behind the AFP's history is available only as a result of those who have taken the time to contribute to *Platypus* magazine, *AFP News* and the various newsletters circulating within the AFP.

Acknowledgment must also go to the dedicated few who have staffed the AFP Museum and steadfastly collected, documented and preserved the information, photographs and artefacts that provide the physical evidence of the AFP's successes.

Of course, there would be no history to record at all if it were not for the efforts of all those who in their own fields of endeavour have undertaken the often difficult tasks required of an AFP officer.

Terry Browne  
Project Officer  
AFP Recognition and Ceremonial  
October 2009



## Chapter 1: The Woods Years

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# 1979–82



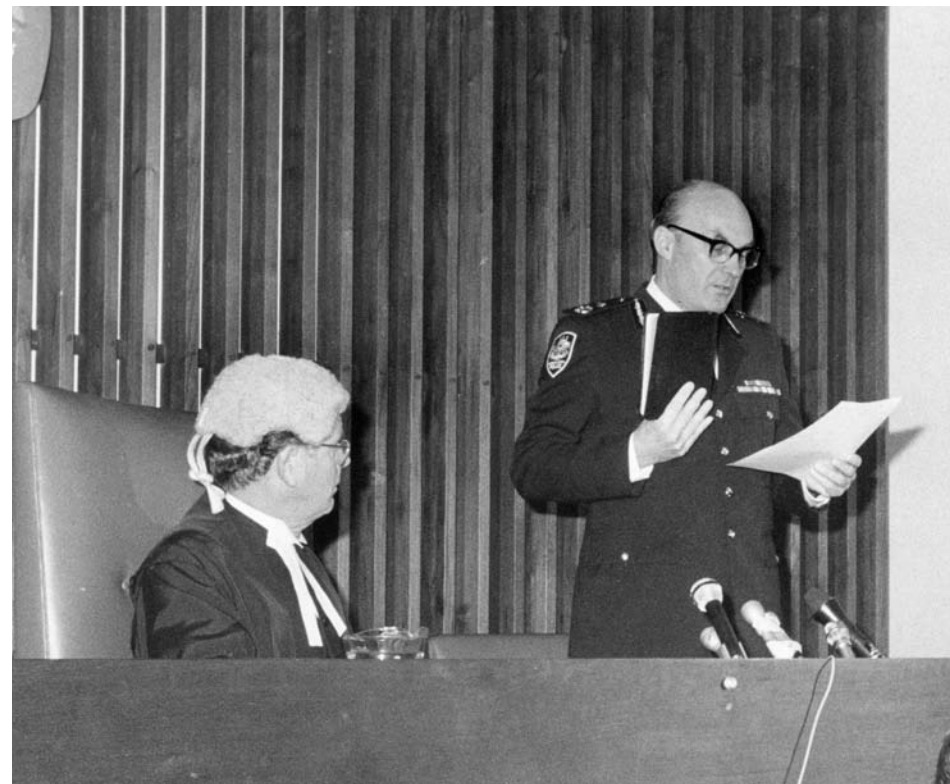
## YEAR IN REVIEW

# 1979–80

Appointed as the Commissioner of the Australian Federal Police (AFP) on 8 June 1979, Sir Colin Woods arrived in Australia in late July to meet with Jack Davis and Reg Kennedy, the respective commissioners of the Commonwealth Police and the Australian Capital Territory Police, as well as to meet with the key government officials involved in creating the AFP.

Sir Colin returned to Australia accompanied by Lady Woods to start work in earnest in late August and by 1 September he had assembled the small team of the senior officers he needed to complete the final planning required to launch the AFP in 19 October 1979.

On this date the *Australian Federal Police Act 1979* was proclaimed, enabling members of the two former forces to be appointed to the two components which constituted the AFP: comprising 1134 to the general police component, and 1443 to the protective service component. The Commonwealth Police provided 544 investigators and the ACT Police 581 police officers to the general policing component with the protective service component comprised entirely of



11 September 1979: Sir Colin Woods (right) being sworn in by Justice Blackburn at the ACT Supreme Court. – Courtesy of ACT Heritage Library: Canberra Times Collection

officers who had previously performed a guarding role with the Commonwealth Police. By the end of the financial year the general policing component was 1275 and the protective service component was 1393. Supporting both groups of uniformed officers were 375 Public Service Act officers.

In his first annual report to Kevin Newman, tabled in late 1980, Commissioner Woods told the newly appointed Minister for Administrative Services that from the outset, the

divided structure of police and protective services officers had the potential to give rise to problems of morale. The situation was compounded less than one month after the AFP's inception with the incorporation of the staff of the former Narcotics Bureau.

On 6 November 1980, the Fraser Government announced that the Narcotics Bureau was to be disbanded and that responsibility for enforcing Commonwealth law against imported illicit drugs at the customs barrier would

remain with Australian Customs, but drug importations taking place elsewhere would be the AFP's responsibility.

Initially the Narcotics Bureau officers were employed with the AFP under the Public Service Act. Amendments to the AFP Act were required before 80 of the former Narcotics Bureau members could be offered appointment as police officers on 24 June 1980. Those former Bureau staff not appointed to police ranks continued to perform important intelligence, policy and administrative support tasks as Public Service Act staff in the Office of the AFP.

### Industrial Relations

In the AFP's early days, a considerable degree of senior management effort was required to integrate the members of the three former organisations combined to form the AFP.

Commissioner Woods reported to the Minister that the cooperation and readiness of the police and staff associations to work with management had been an important factor in the steady progress towards the achievement of a common identity. Already the two major police unions that served the ACT Police (The Federal Police Association), and the former Commonwealth Police (the



## YEAR IN REVIEW

# 1979–80

Commonwealth Police Officers' Association) had taken the first steps towards amalgamation with the planned signing of an agreement early in July 1980.

### Relations with State Police

As the head of Australia's newest policing organisation, Commissioner Woods immediately set about instigating a cooperative approach with the other law enforcement agencies in Australia, and in his first year as AFP Commissioner held four formal meetings with the state police commissioners. He said: "There is every reason to believe these meetings have laid the foundations for strong and lasting ties and have served to resolve a number of the difficulties in Commonwealth–state police relations identified in Sir Robert Mark's [1978] report. The assistance readily provided to the AFP in its formative stages by these other agencies is appreciated and will serve to further enhance the growing relationship."

### Internal Investigations

An important factor in the AFP's development was the establishment of appropriate processes for the investigation of complaints against the police. To merit public confidence in, and respect for, the AFP's administration, Commissioner Woods said it was imperative that the procedures devised render its



1980: AFP Senior Officers

Front row from left: Acting Assistant Commissioner W Antill, Assistant Commissioner A Watt, Deputy Commissioner R Kennedy, Commissioner Sir Colin Woods, Assistant Commissioner R Farmer, Chief Superintendent J Reilly.

Standing (l to r): Chief Superintendent J Kelly, Superintendent R Dixon, Superintendent A Mills, Superintendent R Dillon, Chief Superintendent V McConaghy, Chief Superintendent A Bird (obscured), Superintendent E Humphreys, Chief Superintendent R McCabe, Chief Superintendent W Williams, Chief Superintendent A Morley, Chief Superintendent I Broomby, Superintendent R Gillespie, Chief Superintendent P Dawson, Superintendent R Pight, Chief Superintendent W Bennett, D Morrison, Chief Superintendent N Hedland.

– *Canberra Times Photograph*



October 1979: Sir Colin Woods makes his first formal address to the collected senior officers of the Commonwealth and ACT Police.

A photograph of the meeting became the cover of the first edition of the AFP's corporate magazine *Platypus*, published just one month after the AFP's formation and still remains the AFP's corporate journal.

members fully accountable for the manner in which they discharged their duties.

In consultation with the Commonwealth Ombudsman, an investigative system was introduced that was not only responsive to the community's expectations, but also reflected contemporary trends in legislation designed to provide effective security of police integrity.

### Training

Commissioner Woods said that if the AFP was to be successful, it had to have a quality training program. Innovations were introduced to help members meet the challenge of the new force as well as providing the requisite training to enable all members to compete on an equal footing for positions in the AFP.

Management and higher command training was also addressed. An officers' course was introduced and a place secured in England at the Senior Command Course at the Police Staff College, Bramshill House in Hampshire. The first AFP officer to be nominated for the course, Assistant Commissioner John Johnson, began studies at Bramshill in March 1980.

### Encouraging Progress

Commissioner Woods said he was encouraged by the AFP's progress in its first few months.

"There is every indication that the AFP will continue this progress in the coming year, thus moving closer to the objective set for it by the Government: that of becoming a first class police force, recognised internationally," he said.

## YEAR IN REVIEW

# 1980–81

When the AFP was created, the then Minister for Administrative Services, John McLeay, provided Commissioner Woods with an initial charter that indicated the broad objectives the Government wished to be adopted by the new force. These objectives required the Commissioner to “lay the foundation of the force and to build it into a first class police organisation, imbued with integrity and one which would be highly respected internationally”.

During the first 18 months of operation, Commissioner Woods reported that it was necessary, in achieving the broad policy goals, to expend great effort to consolidate the amalgamation of three disparate and often hostile groups which made up the new force; to review the basic operational procedures and functional relationships of the three groups, and to develop and implement proposals necessary to achieve the objectives laid down by the Government.

He remarked: “The world of crime has not marked time while we are concentrating on perfecting the organisation and improving personnel development



22 August 1980: Minister for Administrative Services, John McLeay with Sir Colin Woods at the ceremony to mark the opening of the Australian Federal Police Services Centre in the Canberra suburb of Weston. – *Courtesy of ACT Heritage Library: Canberra Times Collection*

schemes. A substantial number of developments in the areas of policing, criminal justice and law enforcement, both in Australia and overseas, needed to be taken into account in these developmental schemes.

“We have tried to get ahead of change as far as possible and an example has been the way in which cooperative arrangements between the Ombudsman and the AFP anticipated the eventual passing of the Police Complaints Act,” he said.

This Act governed the way internal investigations were to be conducted with

the proper measure of supervision from the Ombudsman.

“Members of all police forces are conscious of the increasing readiness with which criminals, whether acting under the label of ‘terrorists’ or merely using sophisticated extortion methods, resort to extremes of violence. Extremes of civil disorder which we have witnessed recently in Britain also confirm that if there is any weakness in law enforcement systems or in society at large, it will be ruthlessly exploited,” he said.

Commissioner Woods was concerned with the high level of organisation in certain criminal activities, particularly those

related to drug offences, and watched with interest the development of new methods, other than those of the traditional police systems, to combat these major criminals. In Australia, royal commissions, with investigatory powers beyond those of ordinary law enforcement officers, were becoming almost a permanent feature of the criminal justice system.

At the time he supported the growing demand to create a permanent crime commission that could combine the work of the various royal commissions that were in progress. He also advocated the adoption in Australia of police practices commonly in use overseas, including powers to intercept communications. He said: “In these difficult times it follows that the way decisions are taken by those responsible for the management of police forces should be constantly under review. It is, of course, for the Commissioner of Police to allocate resources to meet the day-to-day challenges which make his task both complicated and fascinating.”

Commissioner Woods sought consultation from a broad audience: “Commissioners must seek advice from all [who are] able to give it so as to improve their understanding

## 1980–81

of priorities as the community views the problems. There is above all a need for the police authority to make its advice both clear and widely available.”

He was very grateful, therefore, to receive detailed advice on the Government’s priorities for the AFP. It was a matter of some comfort to him that the priorities already set for the force were very much in line with those seen as right by the Government.

“In common with most other police forces there are innumerable tasks for every pair of hands, and for us, as for any other enterprise faced with a greater input than it has facilities to handle, government support for the decision which leaves some tasks undone is as vital as those for which the highest priority must be given,” he said.

### **Crime Figures**

Statistics are the yardstick of police performance and the AFP’s performance reporting for its first years was drawn from familiar territory, particularly regarding ACT crime statistics.

ACT crime statistics remained comparatively stable in 1980–81, with only a 4.1 per cent increase over the previous year. At the

time there was, more-or-less, a common set of crime statistics used by all Australian police forces. The relatively small population in the ACT meant that the actions of a few individual criminals could cause some statistics to fluctuate greatly.

In the 1980–81 report, Commissioner Woods reported major increases in the offences of assault occasioning grievous bodily harm or actual bodily harm, indecent assaults and other sexual offences. Paradoxically, there were large decreases in minor assaults and a welcome reduction in offences relating to the ill treatment of children. Increases in break and enters to buildings were balanced with reductions in robberies and arson.

Outside the ACT there were reductions in the number of offences against the Commonwealth referred to the AFP, which enabled a comparable increase in the number of cases completed. Another contributing factor in the increased clear-up was the reduction in the number of other matters referred to the AFP for investigation brought about by the introduction of revised procedures with some Commonwealth departments.

### **Amalgamation Process**

While the amalgamation took place in October 1979, the industrial representation of its members provided on-going concern. Commissioner Woods seemed remarkably philosophical about the often strident public outbursts by the two police unions. He reported to the Minister: “During the year some of the matters referred to in my last report, concerning personnel problems arising from the amalgamation and integration of the three different organisations into one body, have progressed satisfactorily, though others are still in the process of resolution.”

He said that the physical amalgamation had proceeded relatively smoothly, however some members had brought with them problem-solving techniques from their previous organisations, which at times conflicted with the approach needed in the AFP.

The media was quick to pick up on any sign of disaffection by AFP members and by community leaders. In the main Commissioner Woods felt they were paying undue emphasis to relatively minor differences and failing to recognise the

effort required in developing a unified and effective police organisation.

Even though there had been public squabbles, the Federal Police Association and the Commonwealth Police Officers’ Association, took the first steps towards amalgamation. This amalgamation did not eventuate until 1984 and in the meantime, Commissioner Woods regarded the lack of a unified approach was continuing to hamper the development of that esprit de corps essential in developing a disciplined and cohesive police organisation.

### **Protective Service**

Commissioner Woods found it necessary to draw continually on protective service members to assist in general police tasks to enable the more experienced police officers to focus on major investigations. This had the effect of reducing the number of officers available for strictly protection duties to what he assessed as dangerously low levels. At the time an interdepartmental committee was assessing the AFP’s protection role following the recommendations of Justice Hope’s Review. Commissioner Woods formed the opinion that, for the AFP to develop into a first class police organisation



## 1980–81

and meet the objectives and priorities expected by government, ultimately, alternative arrangements would have to be made to meet the protection commitment that came to the AFP as a component of the Commonwealth Police.

### **Interagency Cooperation**

From the outset, Commissioner Woods identified cooperation between the AFP and the state and territory police as essential. The number of successful joint operations against organised crime and illicit drug trafficking was increasing and close working relationships between himself and the state police commissioners were being developed.

Evidence of this was the signing of the Commonwealth–state agreement to establish the Australian Bureau of Criminal Intelligence (ABCI) by the Australian Police Ministers' Council on 6 February 1981. The ABCI, which was staffed by suitably qualified members of the participating police forces, was initially headed by a director seconded from the Victoria Police supported by an AFP deputy director. Responsibility for the supervision of the ABCI's activities rested with a management

committee consisting of all Australian police commissioners with responsibility to the Police Ministers' Council. Commissioner Woods was elected as the committee chair for the first 12 months.

### **International Contact**

During the year, Commissioner Woods received visits from a number of overseas senior police. Of particular note were the head of the Thai Police Force, Police Lieutenant-General Saneh Sittipunt, and Pat Murphy, President of the Police Foundation of America. Murphy was a former Commissioner of Police of the New York Police Department. In turn, he visited South-East Asia and the Americas, attending the General Assembly of Interpol, the International Chiefs of Police Association, and the 6th United Nations Conference on the Prevention of Crime. These visits and the discussions were an important part of his planned approach to the Government's objective for the AFP to gain wide experience as an internationally recognised police force.

At the time, AFP officers assigned to Australian embassies were called Legal (Police) Attaches. Commissioner Woods

felt the internationalisation of the AFP would include such simple measures as endeavouring to make all overseas AFP officers useful members of the Missions to which they were attached, engaging in as wide a field of work as was considered appropriate by each Head of Mission.

"Accepting the increasing complexity of crime and the threat imposed by international criminals, it may not be unrealistic to foresee a day when Legal (Police) Attaches may be seen as a necessary adjunct to all overseas Missions," he said.

### **Training**

Commissioner Woods saw the continued development of the AFP's personnel as essential to achieve the Government's expectations. He channelled resources to the retraining of some 750 members transferred from the protective service component to the general policing component. This training ran from March 1981 to August 1982. He knew that training needed to take place at all ranks. Improved management training began with Deputy Commissioner John Johnson who attended the Senior Command Course at

the Police Staff College, Bramshill, in the UK and Assistant Commissioner Roy Farmer followed in April 1981.

The Australian Federal Police College, in the inner Canberra suburb of Barton, remained the focus for providing management and specialised training to members.

Training opportunities were also available from the Australian Police College in Manly, the Victorian Police College, the Administrative Staff College in Mt Eliza, and the Defence Service Colleges.

The AFP College also provided training for members of police forces in the Asia-Pacific region, including the Royal Thai Police, the Royal Papua New Guinea Constabulary and the Royal Malaysian Police.

### **Drug Enforcement**

In Australia during the 1970s and early 1980s there was a continued growth in the illicit drug industry, accompanied by a rise in corruption of persons in authority.

Planning for the formation of the AFP did not take into account any responsibility for federal drug investigations. When the Government announced its decision of 6 November 1979 to transfer the functions

## 1980–81

and staff of the Narcotics Bureau to the AFP, it became necessary to adopt a band-aid approach on operational and administrative matters.

Understandably, major morale problems were created by the adverse publicity surrounding the disbandment of the Narcotics Bureau and the uncertainty regarding the career prospects of its former staff had inevitable adverse effects. This situation was exacerbated by the delay in having these officers appointed to police ranks, due to the need for changes in legislation. These changes did not occur until 20 June 1980.

The number of Narcotics Bureau officers finally sworn in as police members represented a 40 per cent reduction in the enforcement strength of the Bureau before it was disbanded. The number of drug investigators was supplemented later by the addition of police officers not originally from the Narcotics Bureau.

Prior to 6 November 1979, the former Commonwealth Police were excluded, by administrative direction, from federal drug investigations. Therefore, the AFP assumed the responsibility for this role with virtually

no back-up expertise on which to call, except for the limited capacity of the former ACT Police in the field of domestic drug enforcement.

Another factor affecting federal drug law enforcement was the decision to divide that responsibility between Customs at the barrier and the AFP beyond the barrier. Previously, both the interception of drugs at the customs barrier and the ensuing investigation rested with one department. Commissioner Woods knew that it would take some time to recreate that close working relationship now that the responsibility would be shared between two organisations.

Mistrust between the state police forces, the former Narcotics Bureau and the former Commonwealth Police was well publicised, but close communication among the state police commissioners and the promotion of joint investigations resulted, in time, in a considerable moderation of those attitudes and a significant overall improvement in cooperation.

It was to the AFP's advantage to promote inter-jurisdictional cooperation even though it often meant, in Commissioner Woods'

opinion, that his force was: "denuded of resources which we could well use on pressing tasks of our own".

"The provision of personnel to the various Commonwealth–state task forces must continue to have the highest priority, despite some reservations about their overall effectiveness."

Commissioner Woods believed, contrary to the Williams Royal Commission recommendations, there had been a diffusion rather than consolidation of drug enforcement effort, and hoped that the ABCI would help to solve these problems.

He said: "While the ABCI will, I am sure, foster closer relationships in the intelligence field, there is a clear need for the AFP to concentrate its attention on major drug organisers and importers. Experience has shown that the necessary intelligence link between street distribution and importation cannot be obtained solely from the state drug squads.

"Accordingly, it has been necessary that the AFP develop its own viable intelligence capability in this area. Such a capacity cannot be developed overnight, particularly in the AFP's case where it has been

necessary to blend the former Narcotics Bureau personnel (including those not offered police ranks), with existing police members of relatively limited drug law enforcement experience."

Commissioner Woods obtained Ministerial approval to take steps to reinforce the AFP's ability to undertake drug investigations. These steps included upgrading the AFP Drug Liaison posts [attached to Australian embassies in Bangkok, Kuala Lumpur, Jakarta, Wellington (NZ), and London], providing equipment and training to certain Asian countries, and upgrading the strength of the AFP's drug units nationally to at least 150 personnel (only slightly greater than the number in the former Narcotics Bureau).

Along with that, as far as he felt, he needed to channel scarce staff resources in other areas of expertise within the AFP towards major drug investigations.

Additionally, effective liaison with Customs needed to continue by developing Customs–AFP intelligence units of the kind that had been established with some success at the Sydney and Melbourne airports.

## YEAR IN REVIEW

# 1981–82

By his third annual report, Commissioner Woods was taking stock of the AFP's structure, deciding it was now appropriate for one assistant commissioner to concentrate entirely on policing in the Australian Capital Territory in order to address a perceived community concern over Canberra's policing arrangements.

The post of Assistant Commissioner (National Operations) was created to: oversee operations outside Canberra; address issues including the duties flowing to the AFP from the various royal commissions in progress; and to represent the AFP on the management committees of the various task forces.

Commissioner Woods felt this division of responsibilities was necessary and was encouraged by the increased operational effectiveness since the change had been introduced.

This reorganisation was facilitated by the appointment of a Second Division Public Servant as Chief Executive Officer, which enabled Commissioner Woods to transfer to the Office of the AFP (the area that coordinated the work of the AFP's Australian



29 November 1982 : For the first time an AFP recruit training course was comprised of significantly more women than men. There were 16 women and 7 men in this intake.  
– Courtesy of ACT Heritage Library: Canberra Times Collection

Public Service members) a number of responsibilities formerly distributed among the assistant commissioners. He believed that an able public service element, whose members strongly identified with the aims of the force, would be indispensable to the AFP. A separate Training Department under the responsibility of a deputy commissioner was also created.

Commissioner Woods conceded that, while the implementation of the final stage of his design for the organisation was progressing, there was still much work required to improve morale and esprit de corps. He went as far as to say he was saddened that public dissension between small cliques from the two former police forces tended to deny the community the sense of security and satisfaction that only a

cohesive, single-minded organisation could provide. He added that an impediment to creating a unified organisation was the requirement for the AFP to perform routine protective service duties. Not that this work was unimportant, it was just not a good fit at the time in the broader policing model.

He felt that too many compromises were made when the original concept was under consideration. Where other police forces, such as the Royal Canadian Mounted Police, had managed to encompass quite different roles within the same organisation, they had usually started with one major advantage — that the members of those in the different components had volunteered for their particular career path.

While Commissioner Woods could

appreciate the advantages seen by government departments of having officers in AFP uniform guarding their premises, he acknowledged the implied security expertise was an illusion. By necessity, the level of training given to those involved in guarding was adequate, but not as comprehensive as those trained for policing.

In the AFP's case, he said that the two-tiered structure festered a discontent, "that tends to negate every advance we make towards a higher standard of professionalism".

### National Activities

In October 1981 the Commonwealth Heads of Government Meeting (CHOGM) was held in Melbourne. The AFP sent 250 officers to assist the Victoria Police in providing security for the venue and delegates attending the meeting. In particular, the AFP was responsible for the policing and security of Tullamarine Airport, the provision of VIP escorts to Heads of Delegations and the provision of bomb search teams and response groups to supplement and assist the Victoria Police engaged in these activities.

## 1981–82

When the CHOGM delegates attended a retreat in Canberra, the AFP, being the local as well as the national police, became sole agency responsible for all aspects of security.

Concern for security was high because only three years before in 1978, the Sydney Hilton Hotel was bombed during CHOGM's regional offshoot, the Commonwealth Heads of Government Regional Meeting (CHOGRM).

### Joint Task Forces

Joint task forces were a practical example of inter-agency cooperation. AFP–Victoria Police task forces in Melbourne provided the information that resulted in the Commonwealth and Victoria Governments deciding to establish a royal commission to examine the affairs of the Builders Labourers' Federation. Another task force led to the arrest of members of an alleged major drug trafficking ring, an exercise which, in many areas, provided a model for future cooperative efforts.

The success of a joint AFP–Northern Territory Police drugs squad located in Darwin led to an agreement between Tasmania Police and the AFP in combining drug squads in Tasmania.

Cooperative arrangements extended to AFP members forming teams with officers from Queensland, Victoria and New South Wales Police, investigators for the royal commissions on drug trafficking, the Builders Labourers' Federation, the Ship Painters and Dockers, and the Meat Industry.

Similarly the Joint Commonwealth–NSW Drug Task Force in Sydney continued its work in the targeting of major drug figures in New South Wales.

Overseas the AFP, in conjunction with regional police forces, was responsible for a number of arrests dealing with drugs destined for Australia. The level of cooperation between police forces not only within the South Pacific, South East–Asia, Europe and the Americas continued at a high level enabling the AFP not only to deal with criminals entering Australia, but also to offer constructive support to other law enforcement agencies.

### Developments in Australia

During 1981–82, public pressure remained high for police to tackle organised crime and corruption in the political arena. Commissioner Woods felt that this

highlighted a need for a new approach to the problem, such as the creation of an Australian crime commission and improved police training. Having spent most of his career in the London Metropolitan Police which had a long tradition of operating within legislation providing safeguards for the accused, he had concerns that the Fraser Government might fashion an Australian crime commission along the lines of the American model which in his opinion risked not having the safeguards offered by the British model.

To improve the AFP's level of expertise he was an enthusiastic advocate for overseas training opportunities for Australian police. He maintained that Australian police forces were hampered in tackling the emerging criminal trends and were denied some of enforcement powers available to their overseas counterparts.

### The Rule of Law

Planned protests at the 1982 national Anzac Day march provided Commissioner Woods with what was probably an unwelcome distraction from mainstream policing.

Canberra, as the national capital, had

long been the focus of high profile demonstrations, but usually in the vicinity of Parliament House. In the early 1980s the issues competing for public attention included land rights, equal rights for women and the anti-nuclear movement. However, in 1982 it was the Australian War Memorial that was the focus of a protest that drew Commissioner Woods into a public debate over issues of actual, and perceived, civil liberties.

The passing of the *Public Assemblies Ordinance 1982* recognised the right of peaceful assembly with article 21 of the International Covenant on Civil and Political Rights effectively making the Commissioner of Police the adjudicator for applications to engage in a street march.

Commissioner Woods applied the letter of the law and said he could find no grounds for denying permission for the group known as Women Against Rape in War to participate in the Anzac Day march, despite the highly publicised objections of the march organisers. While this decision was not received well by the wider public, he saw this as an application of the rule of law over the vagaries of transient public opinion.

## 1981-82

He said: "Given the Australian tradition of honouring their ex-service men and women as well as serving members of the Armed Forces on Anzac Day, this decision was not one which taken with any pleasure, but it was the only legal option.

### Major Legislative Changes

The proclamation of the *Complaints (AFP) Act 1981* provided a legal basis for the system of accountability and review by the Commonwealth Ombudsman under which the AFP had operated voluntarily for some 18 months. The Act provided a vehicle for complaint, investigation and independent review compelling a satisfactory level of accountability for all actions taken by police officers. There were 250 complaints made to the Ombudsman or to the AFP during 1981-82.

Also during that year, in preparation for the anticipated implementation of the Freedom of Information Act, strategies were prepared to enable the AFP to meet its statutory obligations that accompanied the legislation.

### Police Commissioners' Conference

In March 1982 the AFP hosted the

Conference of Police Commissioners of Australasia and the South West Pacific Region. The police commissioners from all Australian jurisdictions were given the opportunity to discuss with the Attorney-General, Senator Peter Durack, their perceptions of and concern at certain sections of the Criminal Investigation Bill which was before the Parliament. The Attorney-General also agreed to a small working group established by the commissioners to discuss those issues with his department, with a view to reaching a speedy appreciation of the difficulties as the police saw them.

During the year, the Australian Police Ministers' Council (APMC) continued developing cooperative and common service police arrangements in Australia. Following on the establishment of the ABCI the APMC, at its meeting of 21 May 1982, finalised the details of, and signed an agreement to establish, the National Police Research Unit. The Council also endorsed in principle the establishment of a Police Forensic Science Institute. Cooperative arrangements in the areas of firearms management, illegal betting and extortion of commercial businesses were also initiated.

### Overseas Representation

Increasing the AFP's strength overseas had stalled; in the 18 months of the AFP's operation there had only been Government approval to increase the AFP's overseas postings by one officer to the United States.

Commissioner Woods had recognised early the importance of developing good relations with the heads of police of Australia's regional neighbours and during the previous 12 months he had met with senior police in Indonesia, Thailand, Singapore and Hong Kong. He saw this as a necessary step to make any impact on the drug trade in such a large, but sparsely populated country as Australia.

"One cannot hope to have great success in dealing with the drug problem only inside Australia's borders. Our efforts must therefore be based on a sound criminal intelligence operation overseas which will enable us to concentrate our efforts where results are most likely to be achieved," he said.



Chapter 2: The Grey Years

1983–1988



## YEAR IN REVIEW

# 1982–83

Ron Grey, a Major General with the Australian Army, became AFP Commissioner on 16 February 1983 and within a month put into effect a reorganisation to create a functional command structure with, as he saw it, clear lines of authority, responsibility and accountability.

Also within a month, the Fraser Coalition Government was replaced with the Hawke Labor Government, with Kim Beazley appointed Special Minister of State, making him the AFP's minister.

Commissioner Grey set about creating departments for Investigations, General Policing, Training and Personnel and Services, each under the command of an assistant commissioner. Command responsibility for operations in the ACT was now in the hands of the Deputy Commissioner. He also created the Office of the Commissioner of Police reporting to the Chief of Staff.

Commissioner Grey was quick to point out in his first annual report to Minister Beazley that there were "deficiencies in resources" particularly the constant demand placed on the AFP by the Government and the community to investigate crimes under Commonwealth



23 December 1982: A damaged vehicle at the Sydney Hakoah Club which was bombed shortly after the Israeli Consulate-General also in Sydney. – *Australian Bomb Data Centre Collection*

criminal law and providing police services to the ACT.

In the wake of several royal commissions, the AFP was experiencing a flood of investigations into organised crime and drug trafficking. There was also a growing awareness of a rising levels of social security fraud and fraud against the Government-funded health insurance scheme Medibank that demanded substantially greater police investigative resources than first anticipated.

The AFP was also being depleted of skilled investigators who were being attracted to investigation arms of other departments offering higher salaries. More work with fewer officers meant, for the 1982–83

financial year, the AFP's workload generated an overtime bill of \$11 million as part of a total salaries bill of \$85.935 million.

Commissioner Grey also found the AFP's accommodation was piecemeal. In Canberra alone, its members were spread through 17 buildings with the standard of some being so "appalling" that he said: "Unless an adequate standard and centralisation of accommodation for the Force is achieved, we will not be in a position to deliver the standard of police services I expect and I believe the Government requires."

Regardless, the AFP's performance on drug seizures and convictions was impressive, as was its performance in fraud investigation

with the AFP recovering \$17 million for one sales tax evasion scheme alone that meant a boost to Commonwealth revenue by some \$750,000 per month as a result.

Similar successful investigations were also contributing to a substantial return to Government with Commissioner Grey suggesting that as the AFP expanded its investigations into fraud against Medibank (introduced in 1975) and illegal currency dealings, it could result in a gain of many millions of dollars to Commonwealth revenue.

### Overseas Representation

By mid 1983 the AFP had liaison posts in London, Bangkok, Kuala Lumpur, Jakarta, Los Angeles and New Zealand all primarily concerned with cooperating with local authorities on major drug and organised crime aspects affecting Australia and the host countries.

While Commissioner Grey had only been in the job a few months when he submitted the 1982–83 annual report, he quickly expressed the same degree of frustration of his predecessor about the AFP's role in providing a protective service to the Commonwealth. While the investigative arm of the Commonwealth Police and the ACT Police had much in common in role and rank structure, the guarding function was not proving to be such a neat fit.

Commissioner Grey also shared Commissioner Woods' enthusiasm for quality training and said: "Only by making the appropriate effort in the area [training] can we hope to consistently meet the high standards demanded of the policing profession. If training was not adequate, the force has no future."

After his first full year as head of the AFP, Commissioner Grey was now reporting to the Special Minister of State, Mick Young, and primarily concerned with adjusting the senior command structure to meet the constantly increasing importance of the investigations being undertaken by the AFP.

This required the existing Deputy Commissioner to assume control of the Investigations Department and the creation of a second Deputy Commissioner to take over administration.

Consequently, the position of Commander Eastern Region was upgraded to Assistant Commissioner, with additional supervisory responsibility for Northern and Northern Territory Regions. The Assistant Commissioner ACT Region also assumed supervisory responsibility over Southern, Central, Western and Tasmania Regions. These changes were made to enhance the control and balance of the AFP and provide an improved command structure.

Commissioner Grey said: "The refinement is ongoing, but there is a constant dilemma between the emergencies of today and the



1 December 1984: First Constable Peter Middelhuis finds himself escorting two anti-nuclear protestors from the Naval establishment HMAS *Stirling* in Perth.  
– AFP Museum Collection

need to think of the future; both contend for attention and both are equally important."

He also commissioned a management review of the AFP to be undertaken jointly by Price Waterhouse Associates and AFP personnel. The review recommended further organisational changes, among legislative and other proposals.

### Objectives and Priorities

Commissioner Grey considered the original AFP charter needed revision to reflect both the policies of the Government and the significant changes in the law enforcement environment since the AFP's inception. This revision was even more pressing given the Government had eventually agreed to the separation of the protective service component from the AFP. Also to be

considered was the inevitable approach of ACT self-government and the continuing increases in AFP responsibilities.

Commissioner Grey proposed that a review of the charter with a redefined, updated set of objectives and priorities be developed during 1984–85.

### Resources

In the 1983–84 Budget, the Australian Government approved an allocation to the AFP of \$4 million for additional personnel, acknowledging the increased demands on the AFP.

Commissioner Grey's point of view was that when additional and quite separate functions were imposed on the AFP, such as Federal Law Court protection and coastal surveillance, the spread

of resources was at risk of becoming dangerously thin.

He said: "To date, demands have had to be finely balanced against existing resources, which were already marginal. If increased requests on the use of the AFP continue to grow, we run a very real risk of standards deteriorating. Our manpower is the critical factor and must increase commensurate with our tasks. For example, the coastal surveillance role is not just a perpetuation of existing procedures."

As an example of the ongoing and anticipated stress on staffing levels Commissioner Grey cited the Beazley Report, which made quite clear the need to upgrade the quality of coastal surveillance.

The 1983 Beazley Report placed the focus of coastal surveillance on drug smuggling, a stance that was accepted by the Government. The Coastal Protection Unit was set up in the AFP to manage and coordinate the overall national coastal surveillance and protection system.

To cope with the task of upgrading coordination, direction and control Australia wide, Commissioner Grey said he



would require more than the 37 personnel authorised for the role adding: “It should be said, looking to the future, that effective surveillance must be accompanied by effective law enforcement response.”

This new role in coastal surveillance caused Commissioner Grey to comment on the broader topic of maintaining effective staffing levels. “I must stress again that trained manpower is not an inexhaustible resource,” he said.

While there had been no problems in obtaining suitable recruits for the AFP – in fact, there were waiting lists for intakes – induction and recruit training, could not be rushed if it was to be done well. The progression through more advanced selective training and the acquisition of essential in-service experience was something that also took time.

Commissioner Grey said: “No force can operate efficiently while continually deploying personnel from ‘normal’ areas to fight outbreaks anywhere else.”

### **The Burden of Public Protests**

Large public demonstrations did not cease in Australia with the end of the war in



14 December 1983: The Hawke Government announced initiatives to separate the protective service component from the roles undertaken by the AFP. This was achieved by 20 October 1984 with the transfer of the majority of officers involved in protection work to the newly created Australian Protective Service. – *Courtesy of ACT Heritage Library: Canberra Times Collection*

Vietnam in 1973. Peace and anti-nuclear activist along with those supporting the women’s movement, Aboriginal land rights, the conservation movement and those wanting to bring an end to gender discrimination were just a sample of the interest groups continuing to take to the streets in large numbers.

Such events were a tremendous drain on resources for the AFP to police, because the AFP attended demonstrations not only in Canberra, but also at any number of Commonwealth establishments throughout Australia. In Commissioner Grey’s opinion there was no likelihood of the number of protests diminishing and so policing them would remain a burden on AFP resources. This burden extended to all new areas of

law enforcement that the Government was directing to the AFP which were not supported by additional staffing.

Commissioner Grey called for the Government to consider the staffing implications for each of the new duties it found for the AFP to police. His obvious aim was to secure sufficient officers to maintain a force of sufficient strength and expertise to meet its charter.

### **Accommodation**

Commissioner Grey felt that a single headquarters building was the key to bringing a higher degree of coherency to the organisation. His argument was clear; to deliver the standard of police services expected of it, the AFP needed

a centralised headquarters in Canberra adequately appointed to bring together a workforce that was widely dispersed throughout Canberra in buildings that in some cases had been built in the 1940s.

A former government hostel, Havelock House on Northbourne Avenue in Canberra, was allocated to the AFP for office space, but only after prolonged, interdepartmental negotiations under the pressure of persistent public protests. Protesters demanded that the building be used for low-cost community accommodation. Diagonally opposite Havelock House, the second and third floors of NRMA House were also made available to the AFP enabling some concentration of essential elements for efficient functioning and control. Nevertheless, Commissioner Grey hoped that the scheduled 1985 start to construction of the proposed AFP headquarters building had neither lessened in priority nor would be unduly delayed.

“A national force deserves a national headquarters, readily identified as such in the national capital, not leased premises in the NRMA building,” he said.

### Fighting Crime

Aside from increasing operational and administrative pressures, in 1983–84 there were significant achievements in combating major crime.

This included the total drug seizures for the year of 112kg of heroin, 12kg of cocaine and close to 3 tonnes of cannabis products as well as major investigations into medical insurance fraud and the infamous bottom-of-the-harbour tax avoidance scheme.

Commissioner Grey contended that the AFP had achieved a better use of resources by more effective screening, targeting and surveillance. A number of substantial drug importations had been intercepted with resultant arrests and convictions of the principals involved.

Like Commissioner Woods, Commissioner Grey was a proponent of interagency cooperation and asked the Minister to note that a large number of seizures had been made possible by the vigilance and efficiency of Customs at Australia's international barriers.

"Cooperation in the field with investigators in the Australian Taxation Office (ATO),

Australian Customs Service, and the Departments of Social Security and Health is close, successful and ongoing and has yielded pleasing and significant results. Our continuing work with the special prosecutors set up to pursue matters stemming from the Costigan and Stewart Royal Commissions is also effective. Liaison with the state police continues to be harmonious, cooperative and productive," he said.

Turning his comments to policing in the ACT, Commissioner Grey addressed, as all subsequent commissioners have in turn, the thorny issue of calls for a separate force to police the nation's capital saying: "The media and some local bodies periodically expound the view that the ACT is disadvantaged by not having its own police force and that in the event of self-government, the situation will be exacerbated further. It has been said that as the AFP has taken on a wider national role, the public and police [in Canberra] have grown apart and further to that a problem has been the concern of the AFP with national police issues."

Commissioner Grey insisted that the facts did not support such an argument saying

it was true that the AFP was a federal force with a national role, but this was not to the detriment of its general policing responsibilities in the Australian Capital Territory.

"It is not insignificant that out of a total strength of approximately 2,400 general policing officers, on average 800 had been in the ACT Region.

"At the time of amalgamation into the AFP the strength of the ACT Police Force was approximately 500; the ACT is better served now in police strength than it has been in the past, even allowing for the population increase," he said.

He argued that the logistic, training and general support infrastructure of the larger AFP was of obvious benefit [to the ACT] enhancing the standard of policing within the Territory and the value of the AFP providing the general policing services to the ACT was often neither fully appreciated nor understood by the critics.

"The experience gained by working in close contact with the public provided the basis of responsibility and service which is inherent in a police force of integrity. Conversely, the opportunity to serve in

other states and overseas provides a broad experience unique to the AFP for officers, and which in turn reflects to the advantage of the ACT.

"I refute any suggestion that the ACT is either disadvantaged, or has an inadequate level of policing," he said.

Looking to a national arena, Commissioner Grey welcomed the impending creation of the NCA and welcomed the prospect of the AFP working with such an authority.

### Family Law Court Judges

With the escalation of attacks against the Family Court, yet another unanticipated responsibility came the AFP's way.

The outbreak of threats and violence specifically directed against certain judges was a relatively new event. Commissioner Grey called these actions reprehensible, but knew that providing officers to protect the homes and vehicles of all judges throughout Australia and their families would only be possible if other tasks were either markedly reduced in priority or cancelled.

The only practical solution was to work in conjunction with state police and to

## 1983–84

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respond quickly to specific or assessed threats. This was the approach being used for certain VIPs and diplomatic persons.

### **Training**

In Commissioner Grey's view, the Training Department, re-organised in March 1983, had responded well to the demands placed on it to develop and improve the standard of recruit and in-service specialist training. A record 138 recruits graduated in one passing-out parade at the AFP College at Weston on 31 May 1984.

### **Equal Opportunity**

Among the 370 graduating recruits in 1983–84 were 91 women making female police officers 2.7 per cent of the sworn AFP at the time.

Multiculturalism was also making its presence felt in the AFP; of the graduates mentioned above, 25 were overseas born and 49 had one or both parents born in other countries.

### **Professionalism and Leadership**

In such a young organisation training was concentrated on immediate needs. For two years the AFP gave priority to training recruits and specialist courses at the

expense of officer training. The situation was redressed with an officers' course, but Commissioner Grey was quick to point out that, despite the initial lack of formal officer training, the technical professionalism and leadership displayed throughout the AFP was commendable and satisfying.

### **Overseas Representation**

During the year, liaison officers had been stationed in London (Interpol), Bangkok, Kuala Lumpur, Jakarta, Los Angeles, Islamabad, Washington and Wellington with arrangements in progress for Manila and Hong Kong. Increased flows of intelligence on organised crime and narcotics with consequent seizures were a practical demonstration of the effectiveness of these officers.

### **The Cost of Efficient Policing**

Gaining a perspective on crime in Australia, Commissioner Grey said that it was worth noting that in most countries, crime increased in proportion to the considerable resources and money poured into its development and that this was true for Australia.

"The Australian crime scene is a growth

industry. Crime is profitable and a tougher line is needed. I believe an increasing number of people see crime as a 'legitimate profession' in which to engage. The best technology and legal advice is available to top criminals, often ahead of that used by or available to law enforcement agencies. The lesson to be drawn from this is that if law enforcement is to maintain the status quo, let alone redress the balance, it is going to cost us as a nation," he said.

"Regrettably this simple fact is not either recognised or admitted by many. The lessening of crime in this country requires the best efforts of all, now and in the immediate future, if Australia is to be worthwhile for generations yet to come."

This again was a sentiment that would be often expressed by subsequent AFP commissioners.

## YEAR IN REVIEW

# 1984–85

Submitting his third annual report, Commissioner Grey announced to Minister Mick Young that the recommendations of the Joint Management Review were nearing completion with a significant aspect of this being the transfer of the protective service component to the Department of Local Government and Administrative Services.

The AFP now had two deputy commissioners; one responsible for operations, the other for administration, along with a new position of Secretary to the AFP established to assume the expanded responsibilities of the former position of Chief Executive Officer.

Drug trafficking and organised crime were now attracting most of the AFP's attention bringing with it the need to train more investigations staff, improve intelligence gathering, surveillance, technical and particularly electronics support and witness protection.

The previous year had been one where there had been increases in the number of investigations into drug importations, large-scale income tax and sales tax evasion.



25 December 1984: The Christmas Day shift in the communications room located on the first floor of City Station. The 'comms' room was located in the middle of the station with no access to outside walls. Shown on duty are (right to left around the bench) First Constable Peter Dawe, Constable Mark Donohue, Constable Michael Chew and Senior Constable Peter Irgang. – *Canberra Times Photo*

Automated Data Processing (ADP), the forerunner to Information Technology, was beginning to pay off by enabling much more effective correlation of criminal intelligence data allowing a more effective long-term targeting of individuals known to be involved at the higher levels of organised crime.

Public debate on organised crime had been spurred by the release of the Costigan Report, the establishment of the NCA and the high public profile of the Hawke Government's Drug Summit. Commissioner Grey expressed concern that these new initiatives would be a further drain on AFP resources to the detriment on ongoing national investigations.

### Policing the ACT

In the ACT, where the focus was on housebreakings, armed robberies and thefts from motor vehicles, the AFP had greatly expanded the Neighbourhood Watch program to 19 watch areas. By July 1985 this resulted in a degree of control on the housebreaking problem and at the same time an increased community awareness of other criminal activities. Commissioner Grey was moved to tell the minister: "The ACT Region deserves commendation for its service in policing the ACT, in my view second to none in the effective law-enforcement role of similar size and structured communities within Australia."

### Staffing

With demands on the AFP continually increasing, adequate staffing still remained a problem. Commissioner Grey said while he had no argument against providing protection against specific threats, continuing to provide a continuous high level of protection of the Family Law Courts and judges when no specific threat existed was damaging the efficiency and morale of the force.

### Airport Security

To add to the AFP's distraction from fundamental policing was the increased public concerns following the publicity given to aircraft hijackings and other terrorist activities overseas.

In the early 1980s there were regular aircraft hijackings in the northern hemisphere. By 1985 there had been at least two major 'skyjacking' attempts per year perpetrated mostly by individuals or small groups seeking asylum or public attention to perceived political injustices. Several of these hijackings resulted in passenger deaths.

High-profile terrorism incidents included the US Embassy bombing in Beirut, resulting in more than 60 US service personnel



killed and the IRA's bombing of the British Conservative Party conference at the Grand Hotel in Brighton which killed five senior party members connected to the British Cabinet.

In October 1984, Indian Prime Minister Indira Gandhi was assassinated by her Sikh bodyguards, and in Italy the Naples–Milan Express train was blown up in a bombing attack attributed to the Mafia.

In February of 1985 an IRA mortar attack killed nine police officers in Newry (Northern Ireland). In the following April, using a remote controlled bomb, the IRA assassinated Lord Justice Maurice Gibson and his wife.

Closer to home, in July 1985, the Greenpeace flagship, *Rainbow Warrior* was bombed in Auckland Harbour resulting in the death of photographer Fernando Pereira.

While the Australian public at large had not experienced this level of terrorism, there was still a call for an increased police presence and more effective security measures at airports.

Commissioner Grey openly admitted that



July 1984: Operation Lavender began in July 1984 and was a coordinated investigation into a major cannabis importation. The operation culminated in August 1985 with the arrest of 20 offenders and the dismantling of a major criminal enterprise. - AFP Museum Collection

there was a minimum police presence at most airports and essentially no counter-terrorist capability provided by the AFP outside the ACT. Response outside the ACT relied on arrangements with state police.

Commissioner Grey had a second area of concern, and one most senior police continually deal with: a constant strain on resources, particularly in the AFP's case with increasing demand from the Commonwealth Director of Public Prosecutions (CDPP) and the newly formed NCA. Both of these organisations were drawing on the AFP for its experienced and high standard officers.

Commissioner Grey's frustration was that

with each investigative success, the AFP's resources were being stretched ever thinner. In 1984–85 there was an unexpected 40 per cent surge in the number public protests in Canberra adding to the continual increase in costs of overtime. He made an impassioned plea to the Minister: "You are aware of my views on the cost of efficient policing. Crime is costing the nation dearly already, and unless the needs of policing in Australia are recognised and effective police counter measures initiated, the loss to our nation will be incalculable. A band-aid approach to the problem must not continue or the AFP will be unable to develop a preventive as well as reactive capability."

### Training

As Commissioner Woods had noted, Commissioner Grey saw the foundations of a successful future for the AFP lay in providing high-level and quality training for its members. Three categories of training existed at the time: recruit training, specialist training and career development.

Recruit training was a combination of a basic training course, structured on-the-job training and local procedures training in the regions. The emphasis was on introducing the trainee to investigating skills early in his or her career, considered necessary due to the AFP's role.

Specialist training included detective training, with the emphasis placed on the three major specialist areas associated with AFP investigations: drug operations, fraud and criminal intelligence. Specialist courses in areas such as driver training and firearms continued.

The third category was career development training aimed at qualifying members for promotion. The annual written examinations system was discontinued and formal qualifying courses introduced in which students were assessed by



## 1984–85

way of assignments, simulations and presentations.

Selected training courses were presented in the regions, enabling more members to attend courses at less cost due to the lower travel and accommodation expenditure. A further benefit of regional training was that the content of some courses could be varied to reflect conditions unique to a particular region.

### **Overseas Representation**

The AFP continued to increase the number of liaison officers stationed overseas in those areas important to the control of the flow of drugs, organised crime and illegal currency transactions. During 1984–85, liaison officers were established in Manila, Hong Kong and Singapore and plans were in place to establish a post in London with responsibility for Western Europe.

Commissioner Grey was convinced the continued success of the AFP's overseas posts in providing intelligence, particularly on drug trafficking and organised crime, had proven their value beyond doubt.

### **International Conferences**

In September 1984, Commissioner Grey led the Australian delegation to the 53rd General Assembly of Interpol, also taking the opportunity while in Europe to visit police forces in the United Kingdom, Italy and the Federal Republic of Germany. He felt the trip was invaluable in serving to emphasise the international nature of crime and the necessity for international efforts to combat it.

The annual Conference of Commissioners of Police of Australasia and the South West Pacific Region was held in Madang, Papua New Guinea (PNG), in June 1985 and focused on the measures introduced by the PNG Government to resolve the country's law-enforcement problems. Stemming from these talks, all Australian police commissioners agreed to identify areas where assistance could be given to the Royal PNG Constabulary, particularly in training support.

### **Domestic arrangements**

Commissioner Grey sought and obtained support from the Australian police commissioners to participate in funding a number of scientific research programs;

in particular an AFP ongoing program on explosives analysis being conducted at the Forensic Science Centre in Adelaide.

The introduction of the long-overdue Australian Police Medal was also discussed. Aspects of the award were considered and agreed recommendations were conveyed to the Secretary of the Special Minister of State. In particular it was emphasised by the commissioners that the award should be introduced at the earliest practicable time—hopefully for the Queen's Birthday Honours List in June 1986.

### **Accommodation**

The AFP's accommodation in Canberra continued to be a problem. Despite its importance to the AFP's future, a start to the construction of a national headquarters building was no closer. Although the planning stage was completed in early 1983, funding for construction kept being postponed.

An interim solution of leasing a commercial office building was adopted, because the ongoing agitation for Havelock House to be turned over to community housing saw the AFP

relinquish the building after occupying it only since mid-1983. The leased building at 68 Northbourne Avenue consolidated the location of many AFP elements of the force but still left other important operational and technical areas in primitive and inadequate accommodation.

Regional offices in Sydney and Melbourne faced similar problems of unsuitable accommodation. The standard of accommodation was particularly acute in Victoria and described as the worst of any Commonwealth department.

Operation Lavender was a cornerstone of the AFP's achievements in 1985–86. It was a drug seizure that culminated in August of 1985 in the arrest of 20 offenders and the dismantling of a major criminal enterprise involved in drug trafficking. Almost one tonne of cannabis resin was seized in Sydney along with \$226,000 worth of vessels and motor vehicles and \$66,000 in cash.

In the annual report to Minister Young, Commissioner Grey pointed out the significance of the AFP's contribution to the national fight against drugs and organised crime as being due to the diligence and professionalism of a relatively small group of investigators.

"I am convinced that the development of this capability is the most cost effective means by which our society can control the evils of drugs and corruption which are ravaging it today. The capability which is needed can only be achieved by sustained Government commitment," he said.

The Hawke Government held its Drug Summit in early 1985, generating publicity



April 1987: A large consignment of cannabis was imported by boat to Byron Bay. AFP officers seized 1.3 tonnes of compressed cannabis heads, a fishing trawler and approximately \$54,000 in cash, and made two arrests. – AFP Museum Collection

and raising public awareness of illicit drugs and their effect on Australian society.

Despite the publicity generated by the summit, Commissioner Grey was clear in telling the Minister that little real progress had been made in the vital area of legislation essential to fight effectively against drug trafficking. He said legislation needed to allow confiscation of assets, permit police access to taxation and banking records, create the offence of sending illicit drugs through the mail, amend the Customs Act and clarify the powers to detain and search persons concealing drugs internally.

### Terrorism

Commissioner Grey still maintained concerns for the barely basic level of counter-terrorism

capability at Australian airports maintaining that there was "little capacity to respond to a sudden increase in the level of threat."

### Accommodation

Accommodation for much of the AFP's membership did not improve either: "Despite the progress being made, many AFP members continue to work in appalling conditions," Commissioner Grey said.

"Accommodation allocated to the AFP at Sydney and Brisbane Airport is appalling; it is plainly some of the worst accommodation that could be envisaged for anybody serving in government.

"It was only because police were members of a disciplined and dedicated force that the conditions had been tolerated," he said.

Whether it was related to the substandard working conditions or perhaps the growing case load mentioned earlier, Commissioner Grey revealed that during the year there had been "releases and leaks to the press both within and outside the AFP.

"These, in my view, had been counter-productive and I question the ethical position of those AFP members who choose such a course. I cannot think of a single useful result to come from them. On the contrary, from my viewpoint those concerned have looked petty, frustrated and often ridiculous.

"I have clearly stated my position to the AFP: any handover to the media, outside the venue of proper public relations, of documents or information was a breach of integrity and an abuse of the trust and corporate responsibility of commissioned officers, non-commissioned officers and constables as members of the AFP. I further consider the use by the media of the 'Judas with documents' equally unethical."

## YEAR IN REVIEW

# 1986–87

By the time of his fifth annual report, Commissioner Grey confidently expressed to the Minister for Justice and Consumer Affairs, Michael Tate: "I believe the AFP has matured into an effective law enforcement organisation which has clear objectives and is having a significant impact on criminal activities throughout our nation."

He was confident that the AFP was attracting quality recruits who were well motivated and responsive to the comprehensive training program now in place.

"These young men and women are our greatest asset. The Government and the senior management of the AFP must appreciate the problems these young people face in what was often a hostile work environment and ensure their interests had been protected," he said.

Commissioner Grey was of the opinion that the control of crime depended not only on an efficient police force, but also on Government and community support. He was not the first senior police officer to call to an awakening of the Government and the community to the insidiousness of crime saying: "The



March 1987: Five people were charged with importing 5kg of high quality heroin from Pakistan concealed inside soccer balls. – AFP Museum Collection

Government must be prepared to pass effective legislation and provide adequate resources to its law enforcement arm. The community must recognise the damage inflicted on itself by the criminal element and be prepared to fully support the police in their investigations."

### Legislation

During this period, long sought after legislation was introduced that would enable federal authorities to enhance their ability to apprehend and punish major criminals in Australia.

The legislation introduced included:

- *Telecommunications (Interception) Amendment Bill 1987*
- *Proceeds of Crime Bill 1987*
- *Mutual Assistance in Criminal Matters Bill 1987*
- *Cash Transaction Reports Bill 1987*

Although not yet introduced to Parliament, the Amendment to the *Taxation Administration Act 1953* was being processed. This amendment allowed controlled access to taxation records and would be critical to the solution of many major crimes in the future.

The enactment of this legislation gave access to new and very important sources of both intelligence and evidence. But again Commissioner Grey emphasised that if this legislation was to be used effectively the resource implications could not be ignored. For example, trained personnel in increasing numbers would now be required to follow the money trail authorities now had access to, or analyse the intelligence gained through a telephone intercept.

The increasing incidence of computer crime was of growing concern. With few home-based personal computers available at this time, the Internet had a low public profile and was being used mainly by academics, large corporations and computer enthusiasts. An emerging number of 'hackers' started to find their way into government and big business computer systems, motivated initially for the challenge and then for more sinister reasons.

This was a new and a unique area of criminal activity not adequately covered by existing legislation. The inadequacies included a lack of focus on criminal computer misuse leading to legal uncertainties. Existing penalties were minor when measured against the potential damage that could be caused. In some jurisdictions a person could break into a computer system and read the data, but not be subject to prosecution.

### Resourcing the ACT

Commissioner Grey took an opportunity in the 1986–87 annual report to address the resources allocated to policing the ACT community.



“The human resources allocation to Australian Capital Territory policing has only been increased marginally since the Government issued *AFP Objectives and Priorities* in 1985. However, with the rising crime rate and the development of new suburbs, the time is approaching for some increases in human resources to be made to ACT policing.

“Resources will be further stretched when the new Parliament House opens. Its size, complex design and landscaped grounds will be difficult to police, particularly during demonstrations. The proposed shedding of the Diplomatic and Consular Protection function will reduce the total number of police available in the ACT for unexpected emergent situations, situations that could well arise forcing the AFP to call on the New South Wales Police for assistance,” he said.

Commissioner Grey was also addressing the AFP’s capital expenditure, particularly with the need to move into the key areas of forensic support, operational equipment and ADP. Again, he drew attention to the drain of experienced investigators to the NCA in increasing



26 November 1986: As part of the Papal visit of John Paul II to Australia in 1986 the AFP provided all layers of protection at mass held at Canberra Race Course.

– AFP Museum Collection

numbers and some to the Attorney-General’s Department on a long-term basis, indicating that some deployments of investigating teams had been made at the request of other Government departments, often on either unnecessary or trivial tasks.

Commissioner Grey gave notice that from that time requests for AFP assistance from Government departments would now be closely vetted before being accepted. His annoyance at political motives for some of the referred investigations caused him to say: “The AFP will not be used to report on matters which result from either inept internal administration or malicious accusations.

“One such referral consumed considerable AFP resources and the allegations had

been proved groundless; another had previously been well investigated several times by departmental officers before referral to the AFP—nothing new was found,” he said.

### International Activities

The AFP’s international activities continued to expand. As the Australian representative to Interpol, Commissioner Grey was in a position to promote the AFP internationally and to promote the work of its overseas liaison posts.

During 1986–87, the AFP continued building its international relationships by hosting representatives from overseas law enforcement agencies including the Royal Thai Police, Royal Papua New Guinea Constabulary and the FBI.

Of paramount importance was Commissioner Grey’s official visit to the People’s Republic of China at the invitation of the Public Security Ministry, where the initial steps were taken to establish a program of cooperation and possibly staff exchanges aimed at curbing international crime.

### Superannuation

On the industrial front, Commissioner Grey said there was considerable room for improvement in existing AFP superannuation arrangements. The trend of increases in invalidity retirements, rather than age retirement, had serious cost implications for Government and operational efficiency considerations for the AFP. He believed it was essential to the AFP’s future operational efficiency that a better retirement formula be developed making optional early age retirement economically attractive and breaking the existing nexus with the Australian Public Service scheme which he believed was inappropriate for a disciplined sworn officer force subject to the AFP Act and the *Complaints (AFP) Act 1981*.

AFP members had been aware of the

1986–87

growing trend in some other Australian police areas for generous lump-sum retirement schemes, such as that available to members of the Victoria Police.

**Accommodation**

During the year the AFP occupied the interim National Headquarters facing Veteran’s Park on Northbourne Avenue, Canberra. Commissioner Grey expected the building to enable new standards in security and facility integration to be set. Although the building was not ideal, he felt its occupation was an important milestone for the AFP, enabling headquarters functions to be centralised; many for the first time.

Commissioner Grey pointed out that it should be noted that the 1983 plan for a purpose-built facility had not yet been approved and a number of AFP national units were still housed in temporary, sub-standard accommodation within Canberra.

At the same time moves were taking place to find better accommodation for the AFP’s state offices.



April 1987: A major development in Australian international police relations took place in when Commissioner Grey toured the People’s Republic of China; he was the first Australian Police Commissioner to do so. – AFP Museum Collection

In Melbourne, a leased building was to be fitted out specifically for the AFP Southern Command Headquarters and was expected to be occupied in late 1987. A site for the Northern Command Headquarters in Sydney had been selected in Goulburn St and the new regional headquarters in Brisbane had been occupied since late 1986.

Progress was made in planning for improved AFP accommodation in Sydney and Brisbane airports, but Commissioner Grey maintained that accommodation continued to be sub-standard in those areas, but noted that the standard was “excellent” at Hobart, Perth and Melbourne airports.

**Airport Policing**

Commissioner Grey was calling for a final decision from Government on who was to provide community policing and security services at airports and the extent of the services to be provided saying: “The current uncertainty benefits nobody”, and that the AFP counter-terrorist capability, “remained at a bare minimum with little capacity to respond to a sudden increase in the level of threat still holds true.”

This was Commissioner Grey’s final annual report. He indicated to Government that he did not wish to renew his contract and the search

began in late 1987 for a replacement Commissioner. The Commissioner for the Northern Territory Police and Emergency Services, Peter McAulay was subsequently selected and took up the position in early 1988 at which time Ron Grey retired.



## Chapter 3: The McAulay Years

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# 1988-94





## YEAR IN REVIEW

# 1987–88

Ronald (Peter) McAulay was sworn in as AFP Commissioner on 16 February 1988, having gained his early policing experience in the South Australia Police and then as Commissioner of the Northern Territory Police and also serving in Cyprus with the United Nations with Australian Civilian Police (AUSTCIVPOL) from 1968–72.

Peter McAulay, as he preferred to be called, was no stranger to the media spotlight, having been the Northern Territory Police Commissioner during the investigation into the Azaria Chamberlain disappearance at Uluru (Ayers Rock) on 17 August 1980.

At the time he came to the AFP, the organisation's media profile was unexceptional, but within 12 months the AFP would be the focus of world-wide media interest following the murder of Assistant Commissioner Colin Winchester in January of 1989.

However, in early 1988 when Commissioner McAulay arrived, the AFP had just completed the Career Structure Review (CSR) and it would be left to him to implement the review recommendations. The thrust of the CSR was the recommendation of the consolidation of the 11 existing



Peter McAulay, formerly Commissioner of the Northern Territory Police and Emergency Services being sworn in as Commissioner of the Australian Federal Police on 16 February 1988. – AFP Museum Collection

ranks and grades within rank below that of Deputy Commissioner into five ranks. Termed 'broad banding', this recommendation reflected a trend through many private and government organisations at the time aimed at invigorating middle management and simplifying the lines of communication and authorisation.

With the implementation of broad banding, inspector and chief inspector ranks disappeared. Officers who held that rank were automatically advanced to the superintendent pay level.

Perhaps because his immediate past was in community policing, Commissioner McAulay embarked on a review of ACT Policing. The project team had a wide brief, but Commissioner McAulay required

the team to provide him with a plan and implementation timetable which provided the best use of resources, command structure and response capability for the ACT.

Commissioner McAulay praised his predecessor for completing a formal industrial democracy agreement between the AFP, the Australian Federal Police Association (AFPA) and each of the six unions covering those employed under agreements other than the AFP Act. On 17 May 1988 he presided over the inaugural National Consultative Council meeting.

### Organisation

During 1987–88 a major reorganisation of the Resources Division was carried out. The original structure of the Human Resources, Establishments and Financial

Resources Branches were reformed into the Human Resources and Financial Resources Branches with the Accounts and Purchasing Sections transferred to the Management Services Branch of the Management and Support Services Division.

The Force Development and Analysis Branch was replaced in August 1987 by the Executive Services Branch and the Strategic Planning Branch. The Strategic Planning Branch was created as a long-term planning unit.

The Telecommunications Interception Division was established in July 1987 as a result of amendments to the *Telecommunications (Interception) Act 1979*. The diplomatic and consular guarding functions formerly performed within ACT Command were transferred to the Australian Protective Service (APS) in April 1988, releasing about 40 police personnel for other duties. Similar guarding functions undertaken in the Regions were transferred to the APS on 1 July 1988.



## YEAR IN REVIEW

# 1988–89

By 1 January 1989, the AFP's rank restructure was completed with five rank levels remaining: constable, sergeant, superintendent, commander and assistant commissioner.

This flattening of the police rank structure combined with the introduction of the Office Structures Review for Public Service Act staff enabled operational and administrative authorities to be extensively delegated and accountability for decisions to be clearly identified.

To implement the objectives of the CSR and to enable the organisation to effectively address the objectives of the Corporate Plan, a revised organisational structure also came into being on 1 January 1989.

Activities during 1988–89 also saw the completion of a review of the police services provided in the ACT. The review which was the first comprehensive study of ACT Policing undertaken since the creation of the AFP enabled the AFP to introduce the concept of community-based policing and take the provision of police services closer to the community it served. The principle result was that the AFP's ACT Region was organised into three geographic district commands



13 January 1989: More than 2000 family members, friends and colleagues attended the funeral of Assistant Commissioner Colin Winchester held at Saint Christopher's Cathedral at Manuka. On 10 January 1989 Assistant Commissioner Winchester was killed by two .22 calibre bullets as he pulled up in his car in the driveway next to his Deakin home.

– *Canberra Times Photo*

where officers-in-charge were accountable for the provision of the full range of police services to a defined community group.

### Future Development

The Corporate Plan also foreshadowed the need for significant changes to be made to the human resources and employment policies designed to attract and retain capable employees, recognise and reward high levels of performance, provide a goal-oriented organisation and to ensure the maintenance of the highest standards

of integrity. In December 1988, the details of these proposals were circulated to all AFP members and staff and the relevant staff associations. As a consequence of the feedback received, Commissioner McAulay sought and obtained Government endorsement, in June 1989, to his restructuring proposals for the AFP.

Key elements of his proposal included the introduction of non-appealable, fixed-term contract employment for all employees, the creation of a unified workforce with similar

terms and conditions for all employees; including disciplinary arrangements; the provision of compensation for loss of tenure (after a qualifying period); and the empowering of the Commissioner to determine terms and conditions of all employees subject to guidelines issued by the Minister.

Naturally, there would be provision of transitional arrangements for 12 months from the date of commencement of the new employment provisions and existing staff employed under the Public Service Act retained the right to continue to apply for advertised positions in the Australian Public Service.

### Superintendent and Sergeant Ranks

The implementation of the CSR required a rationalisation of the superintendent and sergeant ranks. As a consequence, 47 positions at these ranks were abolished and other ranks (particularly at the constable level) were created.

Job redesign also occurred within the Public Service Act positions in the AFP and as a result of the Office Structures Review there was a rationalisation of administrative, clerical and keyboard positions.

## YEAR IN REVIEW

# 1989–90

The 12 months of 1989–90 brought the introduction of fundamental reforms to the AFP's employment conditions and a number of outstanding international and national operational achievements.

The proclamation of the *Australian Federal Police (Legislative Amendment) Act No 2 1989* on 1 January 1990 introduced major reforms in employment arrangements. Implementation was delayed for Public Service Act staff due to continued resistance to reforms by the public sector unions. Negotiations continued with hearings before the full bench of the Australian Industrial Relations Commission.

Commissioner McAulay was certain the reforms, once implemented, would provide for a unified flexible workforce engaged on a fixed-term appointment basis more able to respond to the ever changing crime environment.

Operationally, the reorganisation enabled the strengthening of major national criminal investigations handling and the national criminal intelligence targeting of subjects, while allowing Regional Commands to concentrate on regional priorities and tasks.



February 1990: Cocaine weighing 28kg was found in the base of a wooden crate containing car parts imported from Panama. – AFP Museum Collection

### ACT Self-Government

With the first sitting of the ACT Legislative Assembly on 11 May 1989, arrangements had to be made between the Commonwealth Minister for Justice and Consumer Affairs and the ACT Attorney-General to establish an agreement between the Australian and ACT governments for the provision of police services to the ACT community.

The agreement allowed the ACT Government to have a substantial input on behalf of its community to the goals and objectives of ACT policing, the appointment of the Chief Police Officer and the determination, through the budget process, of the level of services provided.

### The Winchester Murder

A defining stage in the AFP's history was the murder of Assistant Commissioner

Colin Winchester, shot twice in the head at point blank range as he was stepping from his car outside his Deakin home in the ACT at about 9.15pm on 10 January 1989.

The exhaustive investigation, code-named Operation Peat, quickly identified Canberra-based public servant David Eastman as a person of interest.

In the 1989–90 annual report Commissioner McAulay told Michael Tate, the Minister for Justice and Consumer Affairs, that the AFP would provide every support to the inquest at which a wide range possible scenarios leading to Winchester's death were canvassed by ACT Chief Magistrate Ron Cahill. The inquest did not begin until 21 August 1989 and sat for 125 days running well into the following financial year. The inquest concluded on 8 November 1991 with the coroner returning an open finding.

The ongoing police investigation ran for more than five years and eventually led to Eastman being charged with murder. Eastman's trial began in the ACT Supreme Court on 2 May 1995 and he was found guilty of murdering Assistant Commissioner Colin Winchester on 3 November 1995. Justice Carruthers sentenced Eastman to life imprisonment saying a life sentence might be "more merciful" than a long fixed term.

### Structure

During 1989–90, the organisation's structure was reviewed in the light of the directions and objectives outlined in the Corporate Plan, the implemented outcomes of the CSR, and the changes necessary to achieve the desired changes in the AFP.

### Australian Protective Service

The Australian Protective Service, with Cabinet approval, progressively assumed responsibility for the counter-terrorist first response function at all designated security airports except Canberra. The transfer commenced in January 1990 and concluded on 20 June 1990. As a result of the transfer, 200 redundancies took place.

### Unification of the AFP

Legislative amendments came into effect from 1 January 1990, removing the AFP's ability to employ staff under the Public Service Act. From then, all unsworn personnel would be employed under the AFP Act. Employees engaged under the previous arrangements had until the end of 1990 to change their status. The authorised strength of the AFP set for 1989–90 was 3255.



## YEAR IN REVIEW

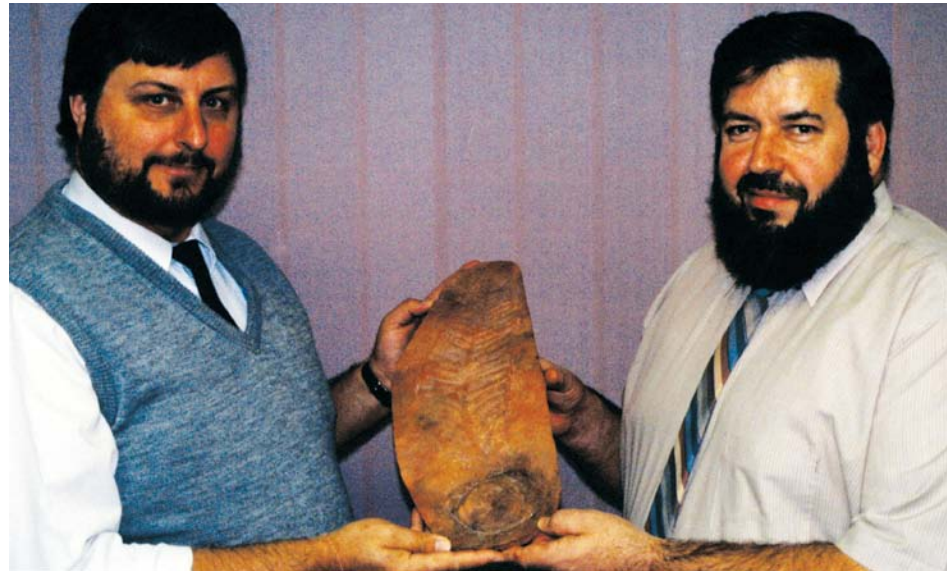
# 1990–91

In the 1990–91 annual report to Senator Michael Tate, Commissioner McAulay emphasised the progress of the industrial reforms that had been underway in the AFP and forecast implementation and consolidation of further major reforms.

While the appointment of all police members under the new employment regime started on 2 July 1990, appointment of the former Public Service Act staff as AFP staff members did not occur until the following November, with the delay caused by the need to finalise hearings before the Industrial Relations Commission.

The hearings concerned matters surrounding the agreement between the AFP and the AFPA about unified terms and conditions of union and staff association coverage. The Industrial Relations Commission subsequently ratified the Agreement and approved single union coverage within the AFP. This enabled the appointment of staff members from 22 November 1990.

Commissioner McAulay believed the operational impact of the organisational restructuring and the unified workforce reforms introduced during 1990 was



October 1991: Operation Bud began to investigate the theft of fossils from remote sites in South Australia and Western Australia. The operation ended in April 1997 when three men were found guilty of charges connected to the illegal export of fossils. – *AFP Museum Collection*



December 1990: A 27-year-old Canberra man was charged with cultivating cannabis and opium, following the seizure of 85 cannabis plants and 133 opium plants. Police had not previously encountered opium being grown in the ACT. – *AFP Museum Collection*

significant, but admitted: “Clearly the magnitude of the changes introduced within the AFP caused concern to AFP personnel and some diversion of effort from the tasks confronting the AFP.

These concerns dissipated considerably once the reform program was implemented, and the envisaged productivity increases were now occurring.

The AFP 1989–91 Corporate Plan objectives and strategies provided the basis for the financial year’s reporting and at the Commissioner’s Executive Conference in April 1991 it was decided that the Plan needed to be extended until 30 June 1992. This would bring it in line with the financial year reporting structure and enable it to be reviewed against revised Ministerial directions. The Report of the Australian National Audit Office (ANAO) on Fraud Investigation recommended that the 1985 Ministerial Directive on Objectives and Priorities be revised and included in the AFP’s Corporate Plan.

The 1985 Directive, issued by the Special Minister of State, needed to be updated to reflect the Government’s contemporary perceptions of the AFP’s activities. This recommendation was

## 1990–91

adopted and on 30 June 1991 a review of the Ministerial Directive began.

The ANAO recommendations were supported by the AFP and it was believed that their implementation would improve the effectiveness and efficiency of fraud investigations at the Commonwealth level.

### **Policing the ACT**

On 25 July 1990, the Minister for Justice and Consumer Affairs and the ACT Attorney-General entered into an Arrangement for the provision of police services to the ACT. This enabled the AFP to continue to provide police services in the ACT in accordance with, and responsive to, the requirements of that community as well as the ACT Government.

A similar arrangement for the provision of police services to the government and community of Norfolk Island was nearing completion with the plan to introduce it during the 1991–92 financial year.

### **International Policing**

Building on the continued success of the AFP's overseas liaison posts, the AFP moved to strengthen relations with its South Pacific neighbours in recognition of the region's growing significance to

Australian law enforcement. The placement of police training advisers to assist the Vanuatu and Solomon Islands Police Forces and the provision of assistance to the Royal Papua New Guinea Constabulary were important initiatives in pursuing a South Pacific assistance strategy.

### **Social Justice**

The ability to communicate effectively with members of Australia's many different cultures had now become a national issue, especially within the law enforcement sector. In its 1990–91 annual report the AFP declared that it promoted a corporate culture which respected the rights of the individual and personal integrity. Part of that commitment included following an achievable Access and Equity Plan and increasing awareness of all personnel of Access and Equity principles.

### **Continuing Regionalisation**

During 1990–91 a review was conducted into the effectiveness of the regionalised structuring of the AFP and, in particular, the role of Regional officers-in-charge. This review recommended further devolution of authority from headquarters functional units to enable Regional Officers-in-Charge to deploy resources to priority demands and thus enhance their accountability,

It was also recommended that the extended authority be accompanied by clear and unequivocal policy guidelines and reporting arrangements allowing the Commissioner to maintain overall responsibility for the performance, operations and administration of the AFP.

The recommendations were endorsed by the Commissioner's Executive Conference in April 1991 for implementation during 1991–92.

### **Staffing**

In June, Commissioner McAulay received notice from the two deputy commissioners, John Johnson and Roy Farmer, of their intention to retire from the AFP in early July 1991. John Johnson took up appointment as Commissioner of the Tasmania Police Force and Roy Farmer retired from the workforce. These senior officers were involved in the creation of the AFP in 1978–79 and had been significant influences in its development.

All personnel of the AFP were now employed under the provisions of the *AFP Act 1979*. Until 22 November 1990, non-Senior Executive Service public service support staff were employed under the *Public Service Act 1922*. On that date those Public Service Act

personnel who accepted appointment were appointed under section 26B of the *AFP Act 1979* for fixed terms up to a maximum of 10 years. All but 12 of the 600 Public Service Act personnel accepted appointment. The 12 who did not accept appointment were redeployed (permanently or temporarily) to other Public Service Act positions outside the AFP.

In ratifying the AFP–AFPA Agreement on Common Terms and Conditions of Service in November 1990, the Industrial Relations Commission endorsed the introduction of a common classification structure based on that adopted for police members during the 1989–90 Career Structure Review. It applied four work levels below the Senior Executive Service and two levels within it.



## YEAR IN REVIEW

# 1991–92

In his 1991–92 annual report, Commissioner McAulay took stock of the challenges ahead, and told Minister Tate: “As the world moves closer to the next century, it is facing a number of dramatic challenges and problems.”

These included the radically and rapidly changing geopolitical fortunes following the collapse of the former Eastern bloc, dwindling global resources and markets along with pockets of sporadic civil unrest, occurring in minority groups within dominant cultures throughout the world.

Commissioner McAulay said: “The ramifications of these global shifts are now being felt politically, socially and economically, and as part of the global community. Australia cannot expect to remain immune.”

On 4 September 1991, Brian Bates was sworn in as Deputy Commissioner (Operations) with Adrien Whiddett acting as Deputy Commissioner (Administration).

With the appointment of a new Deputy Commissioner, coupled with the creation of a Board of Management comprising both headquarters and regional senior



18 May 1992: A contingent of 10 AFP officers arrived in Cambodia as part of the 3600-strong United National Transitional Authority in Cambodia (UNTAC), established to supervise the country's first democratic elections. While in Cambodia AFP contingents one and two facilitated the distribution of educational materials sent by Australian charity organisations. – *AFP Museum Collection*

executives, the AFP was now optimally placed to implement the new Corporate Plan which was based on the new Ministerial Directive. The new plan was due to take effect at the beginning of the 1992–93 financial year.

Consistent with Prime Minister Keating's vision for a broadened role for Australia within the Pacific, during the year the AFP strengthened its proactive international and national intelligence and investigative strategies to combat the effect of internationally and nationally-sourced criminal attacks on Australia.

In conjunction with Customs, the fight against drug trafficking within Australia continued, the persistence was highlighted

by seizures such as 4.2 tonnes of high quality cannabis resin and 21.5kg of Asian heroin.

A new United Nations mission was undertaken with the deployment of 10 police officers to Cambodia as part of the UN civilian police force to assist the Cambodian people to take control of their own affairs and return to peaceful and productive lives.

Police training advisers were deployed to Papua New Guinea, the Solomon Islands and Vanuatu to assist their Governments diminish the potential for growth of criminal activity within the region.

The AFP's restructure caused it to reassess

its focus within Australia including investigations of large-scale corporate fraud arising from Government recognition of corporate fraud spurred by Government recognition of the growth in such crime and the need to meet continued community expectation under self-government in the ACT.

At the same time, some events which the AFP was required to deal with included controlling protestors at the Australian International Defence Equipment Exhibition (AIDEX) demonstrations in November 1991 and protests at the Iranian Embassy in March 1992.

As the end of the financial year approached, the Minister for Justice, Michael Tate, announced on 22 May 1992 that Commissioner McAulay had accepted re-appointment as Commissioner for a further two years from 30 November 1992.

## YEAR IN REVIEW

# 1992–93

In the annual report for 1992–93 Commissioner McAulay took the unusual approach of highlighting concerns he had on how Government financial policy was impacting on the AFP's ability to do its work.

Although Commissioner McAulay believed the AFP had performed creditably during the year, he felt the organisation was now facing difficulties which would inevitably lead to a reduction in efficiency and productivity, saying: "In that much of our activity involves the protection of the nation's revenue and expenditure, a downturn in our productivity will have adverse implications for that revenue and expenditure."

"Due to a combination of circumstances, my administration is now beginning to adopt a policy of downsizing to meet the availability of funds. Of course much of this problem can be properly attributed to the downturn in the economy (nationally and internationally).

"However, the imposition of the so-called efficiency dividend (now applying to our operations as opposed to only our administrative expenses as was formally the case) can only be met by curtailing operations and reducing staff. This difficulty will be exacerbated by the progressive



15 March 1992: Operation Flute began when the AFP received information which eventually uncovered a scheme to import into Australia 4 tonnes of hashish concealed in a giant turf roller. The roller was seized in Sydney when it arrived from Tonga on 20 March 1992. – AFP Museum Collection

extension of the 'user pays' philosophy and an impact of additional taxes such as the Fringe Benefit Tax, with the uncertainty of supplementation."

The Australian Government had introduced the efficiency dividend as an annual deduction of a percentage of running costs from each Government agency's budget. The theory being that this reduction would act both as an incentive to find more efficient practices and enable quantification of some of the efficiency gains made by an agency in the previous year. In plain terms it was the application of the philosophy of doing more with less.

Commissioner McAulay's point of view was expressed clearly in his Letter of Transmittal: "When initially imposed, the

efficiency dividend did in fact result in efficiency gains. During that early period the AFP was at the forefront of structural and industrial reforms and the efficiency dividend to our other areas of expenditure, in an organisation in which about three-quarters of the costs are salary related, is now clearly counter-productive to efficiency."

Commissioner McAulay was one of a growing number of agency heads questioning the viability of the efficiency dividend, particularly when applied to small agencies. At the time the efficiency dividend was a 1.25 per cent annual cut in the running cost appropriations of budget funded departments and agencies.

The report of the committee entitled *Stand*

*and deliver: inquiry into the efficiency dividend arrangements*, tabled in Parliament on 24 March 1994, offered some sympathy to small agencies, but in his concluding remarks to Parliament, Liberal Party frontbencher Peter Reith said: "The examination of the efficiency dividends conducted by the committee concluded that it is a pretty rough system, but one worth keeping and fixing, amending and changing. I hope that our report will be a spur to further reforms that are already underway. Further reforms could be undertaken which would provide a real dividend eventually to taxpayers, either through their having to pay less taxes and still receiving the same goods or, alternatively, by their continuing to pay the same level of taxes but obtaining a better result from the Government."

Regardless of the budgetary concerns, the AFP needed to get on with its business. On 3 August 1992, the position of Deputy Commissioner (Administration) was permanently filled by Adrien Whiddett who had been acting in the position since July 1991.

Following the retirement of Assistant Commissioner Ian Broomby in January 1993, John Valentin was promoted on 19 April 1993 to the position of Assistant Commissioner (Investigations).

### Resources Review

The 1992 Resources Review was established to examine and report on whether existing resources were equitably spread throughout the AFP. The Resources Review Team (RRT) finalised its report in October 1992. The RRT had found that approximately 73 per cent of AFP staff were mainly engaged in operations and operational support work, with the remaining 27 per cent engaged in corporate support work. The RRT also found that resources were spread on a fair and reasonable basis to accommodate current workload demands.

The review also found that the AFP's performance was generally satisfactory; however, there was a need for a reassessment of priorities and work practices to yield additional efficiencies. There was also a need to continue to improve liaison arrangements with Commonwealth departments and agencies in order to enhance the nature and value of referrals to the AFP and strengthen its leadership role.

The growth in international air traffic and the changes in air traffic movements were beginning to have a significant effect on the staff required by the AFP to satisfy its airport function.

Finally, while it identified that the AFP could use the Proceeds of Crime Act more effectively, the RRT also supported the comments of previous commissioners in that any additional responsibilities imposed by Government would require a commensurate increase in AFP resources.

In total, the RRT presented 82 recommendations for consideration by AFP management, of which 78 were accepted for implementation. Work on the implementation of the approved recommendations began early in 1993.

Until this time the AFP was one of the few Commonwealth public sector organisations expanding its workforce when most were contracting out. With the extension of the application of the 1.25 per cent efficiency dividend to operational salaries the AFP had to curtail recruiting.

With low staff attrition rates and a downturn in recruitment, in May 1993, the AFP offered 51 redundancies to all staff of which 48 were accepted.

### Social Justice

Implementation of the recommendations of the report of the Royal Commission into Aboriginal Deaths in Custody continued with the new police station at Jervis Bay opened in June 1993. The station

was designed specifically to comply with the recommendations of the royal commission.

### Criminal use of Technology

Understanding that criminals were quickly embracing technology as a tool in their enterprises Commissioner McAulay said: "The financial gains from major crime are enormous and it is clearly evident that those involved use the latest and best technology to protect their interests.

"The AFP must be able to match and to counter the criminal use of such technology. Only with equivalent technologies can the AFP combat burgeoning major criminal activity and so provide the Australian community and the Government with the level and quality of law enforcement required of it."

### Operational Successes

Critical to the AFP's operational success during the year was the continued development of its criminal intelligence capability through its established overseas liaison network. The value of such liaison was highlighted, following three separate investigations, by the seizure of approximately 272kg of cocaine and \$165,000 cash in Sydney. The AFP also continued to enhance its ability

to produce national strategic criminal intelligence assessments.

Consistent with the 1991 Ministerial Direction, the AFP recognised that with its unique transjurisdictional law enforcement responsibilities, it was the agency best placed to act as the conduit for drawing together the national law enforcement effort, thereby maximising scarce skills and finite resources.

Underpinning this role, the AFP continued to provide AFP officers to other agencies to assist with the national law enforcement effort. The AFP also assisted client agencies by conducting an extensive training program for their employees on the management of serious crime and investigative techniques.

Prime among the AFP's human resources achievements for the year was the conclusion of negotiations for the Enterprise Bargaining Agreement between the AFP and AFPA.

Commissioner McAulay completed the extension to his term as AFP Commissioner and retired on 5 May 1994. He died from a respiratory illness on 14 November 1995.





## Chapter 4: The Palmer Years

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# 1994–2001



## YEAR IN REVIEW

# 1993–94

Mick Palmer, previously the Commissioner of the Northern Territory Police and Emergency Services, was sworn in as AFP Commissioner on 14 June 1994, meaning his first AFP annual report was of a financial year in which he had served only the final two weeks.

However, in the few months leading to the October tabling of the report, he clearly took the opportunity to set the scene for the reforms he was about to introduce.

Commissioner Palmer had come to the AFP with an understanding of the processes put in train by his predecessor, Peter McAulay, and had a grasp on how the AFP would need to adapt to cope with law enforcement into the future.

It was clear to him that the organisation had to meet the increasing globalisation and sophistication of criminal activity. To do this the AFP would need to develop a responsiveness to rapidly changing law-enforcement environments, be able to identify emerging trends, develop sophisticated intelligence systems, and factor state-of-the-art technology into the AFP's law enforcement strategy.



29 November 1993: A man deliberately drove his ute into Jolimont Centre in downtown Canberra and deliberately set fire to it while he roamed the building looking for his estranged wife. Northbourne Avenue came to a standstill for the morning as fire spread through the building and ACT Policing dealt with a potential hostage situation. – AFP Museum Collection

Commissioner Palmer's arrival was in the wake of a busy year of Parliamentary review that would inevitably impact on the AFP. In November 1993, the House of Representatives Standing Committee on Banking, Finance and Public Administration finalised its report on the inquiry into fraud on the Commonwealth titled *Focusing on Fraud* (the Elliot Report). The report noted that while "the AFP improved its handling of fraud cases, including thorough refinement of its National Priority System, agencies were seeking a more service-oriented

approach from the AFP in its task."

Changes in the criminal environment had placed a greater emphasis on Commonwealth law enforcement arrangements as well. In August 1993, Cabinet agreed that a review of these arrangements was required to ensure that needs were being met and resources were being used effectively. The review analysed the roles of the various Commonwealth law enforcement agencies to ensure there was no unnecessary duplication and that the role of each agency was clearly defined.

The Report of the Commonwealth Law Enforcement Arrangements (CLER) was finalised in February 1994. The CLER recommended redefined priorities and values for the AFP to ensure it continued to meet emerging national law enforcement challenges as Australia moved into the 21st century. This new focus included serious fraud, fraud liaison, and new forms of international and organised crime in addition to existing areas of investigation. The review emphasised the need for the AFP to foster strategic alliances with specialist agencies.

As the review progressed, significant legislative changes and developments were also underway. The ability of the AFP to obtain evidence under search warrants had been curtailed following a decision by the full bench of the Federal Court. This followed an investigation where the AFP sought and attempted to execute a search warrant on a state government department. A legal challenge was mounted by the state regarding the warrant's legality.

The Federal Court indicated that a warrant issued under section 10 of the Crimes Act did not display any intention on the part of

## 1993–94

the Australian Parliament to create a power to authorise entry upon premises in which the affairs of Executive Government are conducted, either Commonwealth or state.

This decision had implications elsewhere. Members of the AFP's Southern Region had relied on the provisions of the *Crimes (Fingerprinting) Act 1988* and the *Crimes Act 1958*, both Victorian Acts, to obtain fingerprints from suspects and offenders.

On 5 May 1994, Judge Kelly, in the Victorian County Court, ruled that a magistrates' court did not have the power to make an order for the taking of fingerprints in relation to Commonwealth offences. The decision could not only adversely affect future investigations, but also a number of matters pending before the courts where fingerprint evidence had been presented in similar circumstances.

### **Drug Detections Grow**

The trend identified in earlier years of larger quantities of illicit drugs being detected at or near the point of entry continued and was evidenced by several significant seizures. These successes were largely attributable to the AFP's increasing emphasis on international liaison enabling

development of high quality intelligence and cooperation with Customs in the detection and investigation of drug offences.

Another significant development was the AFP's enhanced ability to attack the financial base of criminal networks. Significant assets resulting from criminal activity were seized during the year substantially threatening the power base from which criminals operate.

In the ACT, closer working links with the community were established resulting in positive feedback being received from a community opinion survey. This positive attitude reflected the success of efforts over several years to address earlier declines in trends in public perceptions of police effectiveness in the ACT. The strategies undertaken included developing and maintaining a high profile for the Safety House Scheme, the Safer Civic Program, Operation Noah and Paradox and the introduction of Police Court Diversionary Scheme aimed at reducing recidivism rate primarily for young offenders.

### **Efficiency Dividend Keeps Hurting**

The budget restrictions forced on the AFP by the continuing application of the efficiency dividend remained as much a problem for Commissioner Palmer as it had been for Commissioner McAulay. Commissioner Palmer made a submission to the House of Representatives Standing Committee on Banking, Finance and Public Administration stressing that, while the AFP supported the need for Commonwealth agencies to operate efficiently, the application of an across-the-board cut like the efficiency dividend should not be applied to the AFP. It was argued that it was not reasonable to apply the penalty to the point where an agency's capacity to achieve its strategic objectives, and in the AFP's case, to comply with its legislative responsibilities to protect the laws, revenue and property of the Commonwealth, was reduced.

In its response to the Committee's report, the Government accepted the recommendation that existing efficiency dividend arrangements continue until agencies organised a Property Resource Agreement with the Department of Finance. At that time, the dividend reduced

from 1.25 per cent of running costs to 1 per cent of running costs plus property operating expenses.

Commissioner Palmer asserted that this change would have a near negligible impact on the \$1.7 million reduction that the efficiency dividend was making to AFP funds each year.



## YEAR IN REVIEW

# 1994–95

After his first full year as AFP Commissioner, Mick Palmer was able to report that during those 12 months there had been a significant change in the way the AFP went about its business.

The implementation of the change process in that time meant the abolition of the function-focused branch structure and its replacement with a multi-skilled operational team model which was expected to more effectively empower and skill investigators to deal with the range and diversity of matters within the AFP's jurisdiction.

Accompanying this change came the need to transform the traditional organisational culture to one which better developed and valued its employees while refocusing and redefining of the AFP's core business.

"The success of the AFP in the future will be enhanced by internal changes it is implementing, but there are other challenges to be met," Commissioner Palmer said.

"For example, I have found that few in Australia properly understand and recognise the work the AFP does and the contribution it makes to the national and international law enforcement effort. This



August 1994: Some of the AFP officers involved in Operation Caribou in 1994. At the time it was the largest cannabis resin seizure in Australian criminal history. – AFP Museum Collection

is a deficiency which must be corrected as the AFP plays a critical part in Australia's law enforcement network. The role the AFP has in the protection of Australia's national interests both here and overseas will become increasingly important as our interests are subject to the growing impact of the globalisation of crime."

Commissioner Palmer offered a number of achievements as being representative of the AFP's performance during 1994–95, they included:

- the strengthened alliance between the AFP and the NCA
- the culmination of long-term investigations including the seizure of 5 tonnes of cannabis resin at Hervey Bay (and recovery of a further 10 tonnes by the French authorities) and 123 kg of heroin in Darwin.
- assisting the NCA in the extradition from the USA of one of Australia's most wanted persons.
- an investigation into large-scale social security fraud committed by prisoners
- the detection of computer crime offences
- outcomes of projects funded through the Confiscated Assets Trust Fund (CAT Fund) such as the Multinational Asian Organised Crime Conference
- AFP people initiatives, including the development of a new operational team model
- deployment of AFP contingents to Haiti, Mozambique and Somalia
- the creation of a specialised training centre for investigators.

Commissioner Palmer also made inroads on the social justice and equity front by hosting the Women, Police and Management Conference, ordering an Equity Performance and Cultural Assessment audit, and overseeing the development of an Aboriginal Recruitment and Employment Strategy.

### The Change Process

Commissioner Palmer took stock of the AFP's position in the law enforcement environment and took the position that the AFP was operating in a dynamic and continually changing environment.

He wrote to Duncan Kerr, the Minister for Justice: "Over the past 15 years, change has been a constant and demanding companion which, understandably, has created uncertainty. The AFP recognises that in order to meet its present and future challenges it must become more adaptive and flexible. As a step towards achieving this, the AFP is examining how it: plans and evaluates its activities; has structured itself; can create better working relationships with state and territory police and other key partners and clients; and has identified and removed barriers that prevented it from operating efficiently."

Commissioner Palmer felt that with



his relatively recent arrival at the AFP combined with the 1994 Ministerial Direction, the CLER and the Elliott Report, the opportunity had been created to critically examine the AFP and to initiate further change where necessary.

“A major external driver of reform is the speed and nature of change in the criminal environment. As the CLER pointed out, crime is now more flexible, mobile, pervasive, coordinated and powerful than ever before, and law enforcement must move with these changes,” he said.

In September 1994, an executive conference was held to consider how to refocus the AFP to meet the challenges identified by the CLER. A particular focus of the conference was how best to form a strategic alliance with the NCA and to foster cooperative arrangements with specialist agencies that administer particular laws.

Commissioner Palmer examined issues and strategies that were needed to place the AFP in the best position to meet future challenges. Five major areas were scrutinised: core business, ethos, organisation, people and key relationships.

A Change Management Steering Committee and a Change Implementation Team were established to implement the



March 1994: AFP members arrived in Mozambique with several sets of playground equipment donated by an Australian manufacturer and assorted clothing that had been seized in Australia in violation of the Copyright Act and approved for distribution to the needy in Mozambique. – *AFP Museum Collection*

change process with the mission of rapidly bringing about the changes that would enable the AFP to react to emerging needs and operational pressures.

The AFP’s new approach to human resource management was to emphasise a flexible, multi-skilled, improved team approach that focused on its core business of serving the Commonwealth’s law enforcement interests and delivering policing services to the Government and people of the ACT.

“Coping with change is not easy, but it is crucial if the AFP is to remain an effective law enforcement agency into the future.” Commissioner Palmer said.

The AFP workplace had traditionally featured defined jobs, a single set of skills and a command structure. The new operations model featured a team

approach, requiring job flexibility, multi-skilling and a team-based structure.

### Operational Teams

Except where the functions dictated a need for continuity and stability of staffing, operational elements were arranged into flexible, empowered teams. Team composition depended on the nature, size and scope of each operation, assisted as required by support elements (for example, surveillance, Police Technical Unit) either integrated into, or assigned to, each team.

By July 1995 an operational model was implemented to ensure that the AFP’s investigations were being organised and conducted by flexible, empowered operational teams, effectively coordinated at a regional and national level.

### Legal Challenges Continue

Legal challenges on aspects of how the AFP did business in the states continued. For a time the High Court decision on *Ridgeway v The Queen* effectively prevented the AFP from undertaking controlled deliveries of narcotics from overseas into Australia.

On the other hand, the state challenge to the AFP executing search warrants under section 10 of the *Crimes Act 1914* on government departments was rejected. The High Court held that it was a valid exercise of power for the AFP to execute section 10 search warrants on another government department.

At the time of the *Ridgeway* decision, the Minister announced the Government’s intention to legislate to legalise the conduct of future controlled deliveries.

## YEAR IN REVIEW

# 1995–96

Commissioner Palmer continued the AFP's restructure at some pace, stating in the 1995–96 annual report that the need for the AFP to become more flexible, adaptable and robust was fundamental to meeting continuing and emerging national and international crime-related challenges.

Now reporting to Daryl Williams, Attorney-General and Minister for Justice, Commissioner Palmer wrote: "It is also essential if the AFP is to contribute effectively to protecting Australia's reputation as a stable and safe society in which to conduct trade, investment and tourism activities," he said.

"With the emergence of international information and money networks which increasingly transcend boundaries and escape the purview of individual jurisdictions, international cooperation and assistance between national law enforcement agencies must become increasingly effective and efficient. Clearly, in the law enforcement matrix of Australia, the AFP's emerging jurisdiction must be seen as between Australia and the rest of the world."

The transition of the AFP from a hierarchical rules-bound organisation to



1995: AFP officers rake through the discarded refuse on a WA outback property looking for evidence of experimentation with Sarin gas. – *AFP Museum Collection*

one which fostered initiative, learning and empowerment was not without cost.

Commissioner Palmer was aware that many among the AFP's personnel were feeling the strain of this fundamental cultural change which he conceded resulted in an initial drop in performance levels. He told the Minister, "Already, though, as experience in working in the new operational model environment has improved, performance gains are becoming apparent. I am confident this trend in both the quality and the focus of AFP performance will continue."

The implementation of the new operational model progressed at the same time as a review of the activities included in the investigation of crimes against the Commonwealth, referred to as Program 1. Commissioner Palmer created the

Program 1 review to ensure the resources used by the AFP in meeting the program's objectives were optimally deployed consistent with the priorities established by Government.

Apart from close examination of itself during that time, the AFP provided considerable technical support to investigations associated with the Royal Commission into the NSW Police Service. There were 17 AFP officers involved in joint task forces with NSW Police; they too were named before the commission.

The royal commission received close media coverage leading several current and former AFP officers to publicly express concerns about the AFP's integrity, attacks which Commissioner Palmer recognised he would have to address to minimise any adverse effect on the established public

confidence in the AFP, particularly because the change process was now delivering a clear vision, mission and values statement for the AFP.

### **New Vision, Mission, Values and the birth of the Federal Agent**

The change process had received its initial impetus from an executive conference held in September 1994 which identified five major areas for change; core business, ethos, organisation, people and key relationships. The principal outcomes were:

- a clear statement of a vision, mission and values for the AFP
- the commencement, on 1 July 1995, of a flexible, empowered, teams-based approach to AFP operations in place of the former division, branch and section structure
- the adoption, from February 1996, of a similar team-based approach in AFP Headquarters
- confirmation that the AFP's core business was to counter organised crime, major fraud, drug offences, serious crimes against the Commonwealth, as well as to deal with selected NCA 'menu' items, national and international matters, ACT



community policing and United Nations commitments

- the alignment of support functions such as intelligence, planning, technical and scientific, and corporate services to enhance operational effectiveness
- adoption of a streamlined national management team principally comprising the general managers of all AFP business units
- the abandonment of the use of former rank titles in favour of the generic description of federal agent for AFP members, except in the ACT where conventional community policing rank titles were retained.

Underpinning all these changes was a clear statement of vision, mission and values for the AFP reflecting the direction of the change process. This statement emerged following a process of widespread consultation, including with AFPA representatives, members and staff members from a wide range of operations and operations support areas and the National Management Team.

The way forward would be guided by a clear vision and mission statement that referenced six core values that follow.



10 May 1996: Federal Agent Paul McFawn explains to Today program presenter Liz Hayes the characteristics of various weapons as part of the media coverage of the Australian Police Ministers' Council move to undertake a national weapons buy back scheme in the wake of 35 homicides at Port Arthur on 28 April 1996. – AFP Museum Collection

### Vision

To fight crime and win

### Mission

To provide dynamic and effective law enforcement to the people of Australia

### Values

- Integrity
- Commitment
- Excellence
- Accountability
- Fairness
- Trust

### Social Justice and Equity

In 1995, the AFP identified the need to value equity and diversity as inherent qualities in the change process. Carmel Niland and Associates were contracted to audit the 1992–95 Equal Employment Opportunity (EEO) program. While the Niland Report described the program itself as excellent, it also found that the AFP's ability to meet the program objectives was poor.

The Niland Report also found that the AFP's legal obligation to eliminate workplace sexual harassment was poorly understood and the AFP culture produced: "... a climate conducive to sexual and racial harassment".

Several sexual harassment allegations in ACT Region were investigated and a number of members had their appointments ended early pursuant to section 26E of the AFP Act. At the time of these events, Commissioner Palmer made it clear that sexual or racial harassment would not be tolerated in the AFP. Improved grievance handling procedures were put in place and a new equity and diversity plan developed.

### Howard Government Briefing

With the election of the Howard Coalition Government on 2 March 1996, the Attorney-General, Daryl Williams, was briefed on the AFP's role and functions. The brief also addressed the change process, the critically important alliance with the NCA, the increasingly international nature of crime and growing requirements for fraud investigation and for AFP involvement in special inquiries from time to time.

### The Hanson Inquiry

The Queensland Criminal Justice Commission (CJC) instituted a public inquiry (the Hanson Inquiry) into the source of unauthorised leaks to the media of

documents relating to the CJC's Operation Wallah investigation. The AFP sought leave to appear at this inquiry. Commissioner Palmer and other AFP representatives gave sworn evidence concerning Operation Gallon, the AFP's investigation into allegations concerning the possible commission of Commonwealth offences arising from the Operation Wallah report.

Suggestions had been made and were widely reported during the course of the inquiry that the AFP was subject to political interference and was tardy and unprofessional in its investigation of the Operation Wallah allegations. Hanson concluded in his report that there was no evidence of political interference in the AFP's investigation, nor was he persuaded that it was characterised by tardiness or a lack of professionalism on the part of the AFP's investigators.

### **NSW Police Force Royal Commission**

During the Royal Commission into the NSW Police Service hearings into the activities of the former Commonwealth–NSW joint Drug Task Force, evidence was given concerning the involvement of AFP personnel in corrupt practices



19 November 1996 - US President Bill Clinton and wife Hillary visited Australia. While in Canberra, President Clinton addressed both Houses of Parliament. – AFP Museum Collection

while serving with the task force. Of the 17 former and current members named, 10 were still serving members of the AFP at the time of the royal commission's hearings. All but three of those serving members resigned.

Following the evidence before the royal commission and further allegations made by a former member on national television in March 1996, the Attorney-General announced the appointment of Ian Harrison to inquire into the allegations on 5 August 1996.

### **Significant Legislation Introduced**

Two pieces of legislation with significant

implications for the AFP, the *AFP Amendment Bill 1996* and the *Crimes Amendment (Controlled Operations) Bill 1996*, were passed by Parliament on 26 June 1996 and received Royal Assent on 8 July 1996.

The AFP Amendment Bill amended the AFP Act to give the Commissioner the authority to dismiss unsuitable staff involved in serious misconduct and corruption.

The *Crimes Amendment (Controlled Operations) Bill 1996* amended the *Crimes Act 1914* by exempting, subject to appropriate controls, law enforcement officers from criminal liability for conduct

related to the importation, exportation or possession of narcotics carried out in the course of duty pursuant to an authorised operation. The Bill sought to reverse the effects of *Ridgeway v The Queen* (1995) 129 ALR 41 (*Ridgeway*) where incriminating evidence was excluded through application of the principle of entrapment.



## YEAR IN REVIEW

# 1996–97

While the 1996–97 year had been challenging for everyone in the AFP, Commissioner Palmer felt there were two aspects of AFP achievement he wanted to bring to the attention of Senator Amanda Vanstone, Minister for Justice.

The first was the success the AFP had dismantling or disrupting highly organised criminal groups during the year citing one operation involving international cooperation that resulted in one of the world's largest narcotic trafficking organisations being dismantled with arrests in Australia, Canada and the United States.

"This was clearly not only a pleasing outcome and directly relevant to our identified high value business, but also a very strong demonstration of the positive results that can be achieved through national and international agency cooperation and the proper and strategic management of the investigation of serious crime," he said.

The second achievement concerned the AFP's initiatives in workplace reform.

Commissioner Palmer listed these



13 December 1996: As a result of Operation Molotov/Calculus that took place near the Tin Can Bay to the south of Fraser Island in Queensland, 8.4 tonnes of cannabis resin was seized along with the vessel *Highlander* and other property, including three off-load punts.  
– AFP Museum Collection

achievements for the Minister as:

- the external review of key business activities aimed at enhancing the effectiveness of the way the AFP allocated resources to tasks and support of key business activities
- the new professional reporting (whistleblower) policy
- the illicit drug-free workforce policy
- a new human resource strategy which embraced fundamental change to personal reward and remuneration, deployment, personal advancement and performance assessment.

Commissioner Palmer explained: "In response to a wide-ranging strategic assessment of its environment, two

years earlier the AFP embarked on a major program of corporate reform. This represented a fundamental break with the past, and has resulted in continuing change to align the organisational structures and operational arrangements with the strategic vision."

### **Inquiry into Allegations of Corruption within the AFP**

On 5 August 1996, Attorney-General Daryl Williams announced the appointment of Ian Harrison to inquire into allegations of corruption made by a former AFP member.

Harrison submitted his report in April 1997. The Attorney-General noted that no evidence of systemic corruption within the AFP had been found.

The inquiry investigated 89 allegations made against 54 serving members. Harrison made no adverse finding in respect of 46 of those 54 officers. In each instance, he found there was no reliable basis on which to recommend that any further steps be taken in respect of these officers.

A review team considered the issues concerning the eight officers against whom allegations were made and also considered consequential issues which emerged as part of the review process.

Harrison recommended that an issue relating to one officer going back some 15 years, could be referred to the CDPP for consideration as to whether any charges should be laid. The CDPP concluded that it was not appropriate to press criminal charges against the officer at this time, nor would it have been appropriate to do so at the alleged time the incident occurred. He further recommended that Commissioner Palmer should consider whether or not he retained confidence in five of the remaining seven officers. Those five officers had their fixed-term appointments ended under the provisions of Section 26E of the *AFP Act 1979*.

In the case of the one of the remaining two officers, Commissioner Palmer decided that the incident was an insufficient basis on which to lose confidence in the member.

Commissioner Palmer was determined to ensure that the AFP was, and was seen to be, a high-quality law enforcement agency of integrity in which Australians could have confidence.

### Program 1 Review

The review which started in the previous financial year recommended that a targeted and integrated range of actions be undertaken to enhance the AFP's ability to discharge its responsibilities in responding to the needs of Government and the challenges of the emerging criminal environment.

The most immediate concerns flowing from the review's recommendations related to the setting of national priorities in the allocation of resources, redeveloping the AFP's information management and technological support systems, improving effectiveness in dealing with referrals from agencies, achieving consistency in regional and national operations, and measuring more effectively the value of AFP work.



5 January 1997: in Operation Cyclops approximately 10 tonnes of cannabis resin was seized from the vessel *Southern Cross* north of Port Stephens. – AFP Museum Collection

### Factors Impinging on Performance

As a result of the Program 1 review, the AFP established policy guidelines for the national assessment and prioritisation of referrals, but conceded that there would always be room for improvement in its resource allocation processes.

Commissioner Palmer pointed out that once financial commitments such as salaries, superannuation and other running costs had been met from an overall budget of around \$258 million, the funding available to undertake operational activity was limited to around \$20 million.

Also impacting on performance was the continuing drop in employee numbers, now at 2667. Like most other Commonwealth agencies, the AFP had by necessity

reduced its numerical strength consistently over the previous six or seven years by approximately 15 per cent. Of those employees remaining, 694 were assigned to ACT regional policing duties under an agreement between the Commonwealth Government and the ACT Government. As a result of the commencement in 1990 of fixed-term appointments of either 10 or five years, two thirds of the AFP's personnel had fixed-term appointments that were due to expire in 2000. Of those 1806 personnel, 56 per cent of Senior Executive Service officers and 43 per cent of work level 4s (sergeant or equivalent) were eligible for age retirement.

This situation was compounded by the need for the AFP to prepare for a significant role in the security aspects of the 2000 Olympic

Games in Sydney and the nation-wide Centenary of Federation celebrations.

### Social Justice and Equity

Under Commissioner Palmer's influence the AFP continued to maintain equity and women's networks in each region. Each year, the networks nominated a representative to be a direct conduit to the Commissioner. This representative was also made a member of the National Management Team.

In July 1996, 300 participants from police services across Australia, including AFP personnel, attended the inaugural Australasian Women Police Conference in Sydney.



## YEAR IN REVIEW

# 1997–98

In his fourth year, Commissioner Palmer was unreserved in informing Minister Vanstone that the application of ongoing efficiency dividends by successive governments and the lack of a clearly defined budget charter for the AFP had seen a serious decline in the organisation's ability to deliver the outcomes expected by the Australian Government.

"At the same time, the Government's *Tough on Drugs* initiatives have increased the capacity of the AFP to proactively target and investigate people and syndicates involved in the organised importation of heroin and other illicit drugs into Australia," Commissioner Palmer said.

"While the drug-related initiatives are important, independent assessments forecast that during the next five years Australia's criminal environment will be affected increasingly by globalisation of the world economy and the convergence of communications and technology.

"Unfortunately, the increased economic activities crucial to Australia's future prosperity in terms of becoming a leading financial centre in Asia and a strong player in the international



30 July 1997: a 13 member AFP team from Canberra responded to calls for assistance when two ski lodges were crushed trapping 19 people in a late-night landslide at Thredbo Alpine Village. Several members of the AFP team found themselves closely involved in the rescue of the sole survivor Stuart Diver including Peter Davis seen here over the extraction point. – *Photo by Mick Travers*

information economy also create opportunities for illegal activity. It is clear that the security of the intellectual property which underpins information and information services will be a cornerstone in achieving such prosperity."

Additionally, he pointed out that new technologies, crime opportunities and trends were continually appearing and the desirability for international cooperation and coordination between law enforcement agencies was fast becoming a necessity.

"In this regard, the AFP plays a crucial role internationally through its overseas liaison officer network and its involvement in Interpol," he said.

Commissioner Palmer felt the key to the AFP positioning itself to respond to the challenges of this environment were the skills, professional commitment and flexibility of its people, coupled with the strategic understanding and focus of the organisation, the effectiveness of its financial and organisational planning and the adequacy of its resources. Law enforcement challenges were changing dramatically and the AFP skill and resource profile needed to adapt accordingly.

## 1997–98

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Commissioner Palmer said: “Critically, the AFP needs to continue to attract, develop and retain high quality, relevantly skilled, police personnel supported by people with specialist competencies in such areas as forensic accounting, computer crime and communications.”

Prime Minister Howard, in February 1998, announced a review to ensure that the resources given to the AFP, “will equip it to fight the kind of crime we will face in the next century,” and to ensure “that the AFP was adequately resourced to meet the challenges of the 21st century”.

These statements, together with Howard’s recognition that a “reform process to enable the AFP to develop into such an agency was underway” was a positive message of support and confidence to the people of the AFP as well as a significant demonstration of the commitment of Government to the future role and viability of the AFP.

In the previous year’s annual report, a number of factors were identified which hindered its capacity to perform its core activities. These factors included

resource constraints, high attrition rates and a declining capacity to accept referrals for investigation from other agencies. In 1997–98, these factors continued to exert pressure on the AFP along with the continuation of savings measures introduced in 1996–97. These measures included restricted recruitment, across-the-board application of internal budget cuts, targeted reduction of travel expenditure, limited filling of vacant positions and reduction of service levels to client departments. The number of fraud investigations initiated by the AFP continued to decline during the year and the gross attrition rate for staffing levels remained high at 7.41 per cent.

The AFP experienced a significant reduction in base funding in 1997–98 as a result of the continued application of the efficiency dividend (\$1.6 million), a 4 per cent portfolio-based cut (\$6.94 million) and reductions for whole-of-government telecommunications savings (\$173,000). The impact of reductions in base funding was exacerbated by the need to repay significant forward borrowings which had accumulated over a number of years.

During 1997–98, however, the AFP received a number of specific-purpose allocations which, while greatly welcomed by the AFP, were not designed to address or relieve the underlying structural budgetary problems which threaten continued operational effectiveness and viability. These allocations included \$0.505 million to meet the AFP’s additional workload leading up to and during the Sydney 2000 Olympic and Paralympic Games, \$2.685 million for the 1997–98 establishment costs of mobile strike teams under the Government’s *Tough on Drugs* National Illicit Drug Strategy, and \$1.2 million to assist the AFP in reprofiling its employment base through a small-scale, targeted early cessation program. Total funds available to the AFP in 1997–98 amounted to \$255 million.



## YEAR IN REVIEW

# 1998–99

In the 1998–99 annual report Commissioner Palmer said it had been a year of increased credibility and recognition of the professionalism of the AFP, an opinion supported by the operational results, which included record drug seizures, the arrest of criminal entrepreneurs and high profile international fugitives along with successful fraud and money laundering investigations.

There had also been unprecedented support and cooperation from overseas law enforcement agencies. New liaison posts were established in Hanoi and Beijing and the AFP was playing an active role on behalf of the Australian Government in a number of United Nations missions including those in Cyprus and East Timor.

Operations during the year had also involved the resolution of a number of serious crimes including charges laid in relation to the letter-bomb attacks on ATO members and the murder of a member of the Saudi Arabian diplomatic community.

On the corporate front, discussions had started on the introduction of a new certified agreement designed to move the AFP's workforce from an outmoded, blue-collar environment to one better



October 1998: Operation Linnet was a land and sea operation in the Port Macquarie on the NSW coast that resulted in 390kg of heroin seized, 18 arrests and the confiscation of a 40-metre freighter, the *Uniana*. – AFP Museum Collection

representing the standing and expertise of the AFP and its people.

The Corporate Reform Program was well on track with personnel numbers building towards the Government-agreed figure of 2800 by the end of July 2000. The upgrading of crucial equipment was underway and improvements were being made to electronic and physical surveillance capabilities. However, the budget remained tight and the AFP faced difficulties in competing with private and public sector agencies for those versed in new technology.

Retaining skilled personnel was a challenge. In 1997–98, the AFP's annual report identified high attrition rates, restricted recruitment, limited filling of vacant positions and internal budget cuts as impacting upon its capacity to perform core activities.

The gross attrition rate at 30 June 1999 was 6.58 per cent, down from 7.41 per cent the previous financial year representing a loss of 173 personnel (112 police members and 61 staff members), while the reprofiling program accounted for the loss of a further 57 personnel (49 police members and eight staff members).

The reform program in 1998–99 resulted in the largest intake of recruits in more than a decade and Commissioner Palmer reported that recruitment remained on track to achieve a total workforce level of 2800.

### Major Legislative Changes

On 4 June 1999, Minister Vanstone announced that Cabinet had agreed to a major revision of the *Australian Federal Police Act 1979* in a package design to:

- establish an employment framework through which more flexible and efficient workplace arrangements could be negotiated with AFP employees
- underpin and support the establishment of empowered teams to provide a flexible, mobile and professional workforce to able to better support the establishment of mobile strike force teams
- establish stronger accountability measures, including the requirement for AFP employees to submit to illicit drug testing and financial probity checking
- enhance the AFP Commissioner's disciplinary and dismissal powers.

Other changes which impacted on the AFP's business during the year included:

- *The Law Enforcement and National Security (Assumed Identities) Act 1998 (NSW)*, which allowed the AFP to acquire and use assumed identities, and report back via the annual report.
- *The Crimes Amendment (Forensic Procedures) Act 1998 (Cwth)*, which has a significant impact on the way forensic material was obtained from

## YEAR IN REVIEW

### 1998–99

suspects, including fingerprints, body scrapes and blood testing, as well as the handling and destruction of the material once it is obtained.

- Private Sector Privacy Principles, which is an industry code promulgated by the Privacy Commissioner affecting how the AFP obtained personal information from the private sector.

#### People Management

During the year there were significant developments in AFP human resource operations, which were restructured to facilitate the changes flowing from the Ayers review and the implementation of the Government's National Illicit Drugs Strategy.

Projects implemented during the year included AFP Professional Standards (Code of Conduct), the performance bonus, and deployment assistance allowance (which facilitated the deployment and retention of operational and operational support skills in areas where market rates were higher).

The AFP also implemented a major workforce planning exercise that offered early contract renewal to members occupying critical roles or holding core



7 December 1998: Operation Gentle was a joint AFP–Customs operation and took place on a beach near Coffs Harbour on the northern NSW coast. The operation seized almost 225kg of cocaine hidden between the hull and internal moulding of the runabout carried by an 18-metre Venezuelan ketch. Four people were arrested. – AFP Museum Collection



30 August 1999: The East Timor ballot for self determination was accompanied by intense militia unrest, with many of the locals seeking protection in the United Nations compound. Actions taken by AFP members to protect citizens in the weeks following the ballot earned the contingent a Group Citation for Bravery. – AFP Museum Collection

operational skills particularly required during the Olympics and other special events during 2000–01.

#### Performance Management

A leadership and management development program to enhance management skills at all levels began in April 1998 and a performance bonus program began in March 1999, to reward high performing staff. The amount allocated for 1998–99 was \$1,150,000, and was to be paid in two phases. Phase One recipients received their bonus in June 1999. Phase Two recipients received their bonus following a review of performance by the AFP's performance standards group early in the financial year 1999–2000.

#### Equity and Diversity

During the year there was an explosion of workplace reform in a wide range of peripheral issues.

To meet the needs arising from wide ranging recruitment, all new employees received a range of equity and diversity sessions, including cross-cultural awareness, and general diversity management sessions were developed. This was coupled with reconsideration of recruitment policies and processes,



1998–99

particularly in relation to the recruitment of people from non-English speaking backgrounds.

To recognise good flexible management by team leaders and managers, the annual Commissioner's Work-Life Awards were launched and flexible work practices were extended to pregnancy and post-maternity needs.

During the year, gay and lesbian issues were introduced into AFP training programs. The training content was drawn from a Master's thesis by Melbourne-based criminology student Adrien Cherney entitled *Gay and Lesbian Issues in Policing: The Experiences of Gay and Lesbian Personnel in the Australian Federal Police*.

**The Ayers Review**

In February of 1998, at the Interpol Asian Regional Conference, Prime Minister Howard committed the Australian Government to ensuring that the AFP became a law enforcement agency that was second to none and that the Commonwealth's law enforcement capability would continue to be able to tackle the existing and emerging crimes of the next century.

Shortly after, the Government



May 1999: Operation Bronte was a month-long joint operation involving the AFP and Customs, which culminated on the south coast of NSW when the coastal freighter, the *Kayuen*, was boarded on 17 May at Port Kembla to reveal a cargo of 69 illegal immigrants. – AFP Museum Collection

commissioned Tony Ayers to advise on the long-term, strategic directions and resource requirements of the AFP, in the light of the challenges facing law enforcement now and in the 21st century.

These challenges included threats from illicit drug trafficking, organised crime, money laundering and serious fraud. Emerging criminal threats included the unauthorised access to, or sabotage of government, financial and corporate databases, new forms of tax evasion and fraud involving electronic commerce, intellectual property offences and potential criminality associated with the environment and providing security support for the 2000 Olympics.

Following Government consideration of the report, the Prime Minister and Minister for Justice and Customs announced in July 1998 a program of \$115 million, partially funded by an additional \$65 million provided to the AFP over three years. The \$50 million balance would be met by the AFP through a range of cost reduction, business reprioritisation and market testing activities.

In October 1998, the Government considered the various AFP reform proposals and subsequently recommended the release of funding to the AFP. As a result, \$27.4 million was released for the following purposes:

- recruitment of additional staff to maintain operational capacity – \$9.8 million
- learning and development corporate overview – \$4.3 million
- upgrade of critical equipment, firing range and forensic upgrade – \$6.7 million
- reprofiling/restructuring of the AFP's employment base – \$3.3 million
- allocation of additional liquidity funding – \$3.3 million.

## YEAR IN REVIEW

# 1999–2000

Commissioner Palmer's comments in his Letter of Transmittal to Minister Vanstone in the 1999–2000 annual report were those of a man who was confident he had achieved what he had set out to do.

"The AFP is in a sound corporate and operational position and continues to meet the challenges arising from the increasingly transnational nature of crime, the trend to globalisation, innovations in commerce and trade facilitated by the Internet and the growing irrelevance of borders between states and countries to criminal enterprises.

"There is little doubt in my mind that this position is largely due to the Government's investment in the AFP together with the reform process, and our own commitment to the findings of a number of external reviews.

"I believe the performance of the AFP through the values and commitment of its people and the support it has received from its key stakeholders has demonstrated that the investment and confidence of the Government is well founded.

In the body of the report Commissioner Palmer went on to say: "The AFP and law enforcement agencies nationally and



November 1999: At the time, Operation Figbird was Australia's second largest heroin seizure of 219kg was made by the Joint Asian Crime group, AFP and Customs on 7 November 1999. A shipping container abandoned in the Sydney suburb of Marrickville was found to have a false bottom which housed the drugs. – *AFP Museum Collection*

internationally face a future environment of constant change and challenge.

"Challenges arise from the increasing transnational character of crime, the trend to globalisation innovations in commerce and trade facilitated by the Internet, and the growing irrelevance of borders between states and countries to criminal enterprises.

"There are those who believe policing cannot be effective in the new millennium. They argue that the emerging environment will be so complex, dynamic and unpredictable that attempts to merely enforce the law, let alone deal with criminality pro-actively, are doomed to failure. While the future environment will be difficult. I do not accept this view. Indeed, while some of the boundaries of

responsibility may change, government and society in general cannot afford for us to fail. We in the AFP are committed to doing everything possible to ensure we do not."

### Operational Successes

The introduction of mobile strike teams provided the AFP with a mobile, proactive, investigative capacity, and the overall move to intelligence-driven investigations, the AFP's successes in disrupting major criminal enterprises and in drugs seized had reached an all-time high.

Without suggesting that the war on drugs was being won, Commissioner Palmer offered that during the previous year the AFP and partner agencies had disrupted and dismantled a significant number

of international criminal syndicates and seized record amounts of heroin, cocaine and amphetamines. He also acknowledged that in many cases the seizures had been assisted by intelligence received from overseas law enforcement agencies with which the AFP had ongoing and, or, newly forged links and partnerships.

### Drug Importation

There had been a dramatic increase in the level of seizures of illicit drugs by Australian law enforcement agencies during the previous two years. Heroin production reports from overseas agencies indicated world production was around 570 tonnes during 1999.

The AFP also recorded its largest seizures to this time of cocaine and amphetamines. Intelligence activities confirmed that the production and trafficking of amphetamines continued to increase accompanied by enormous production rates on Australia's doorstep. Despite this, most of the amphetamines imported into Australia at the time were manufactured in Europe.

### People Smuggling

The crime of people smuggling rose in prominence during the year drawing increasingly on the AFP's investigative



resources. Some drug smuggling syndicates had incorporated people smuggling into their illegal activities using similar infrastructures and equipment for both purposes.

Commissioner Palmer reported to Minister Vanstone that in addition to the real financial burden on communities targeted by people smugglers, there were significant threats to the individual immigrant.

“In order to pay organisers, many illegal immigrants are coerced into criminal enterprises such as prostitution, drug couriership and low level drug dealing. Illegal immigrants also provided significant labour for sweat shops which had a real potential to threaten legitimate industry. On occasions, people will be smuggled while family members are held hostage until money for the transporting has been paid,” he said.

### **National Illicit Drug Strategy**

One of the key Government initiatives pursued by the AFP during the year was the National Illicit Drug Strategy. The additional funding provided in the 1999–2000 budget allowed an expansion of the AFP’s overseas liaison capabilities and provided an additional capacity to



1 February 2000: During Operation Shard, AFP and Customs officers intercepted 500kg of cocaine in a raid on a yacht, *Ngairé Wha*, at Patonga Beach. Seven people were arrested and two yachts seized. Two of the principals received life sentences. – *AFP Museum Collection*

pursue the Law Enforcement Cooperation Program (LECP) which enabled the AFP to enhance its overseas capabilities and develop a more effective and broader criminal intelligence capacity.

The LECP continued to forge strong links to other law enforcement agencies throughout the world, but in particular throughout the Asia-Pacific region, improving the levels of cooperation which led to the greater interdiction of drugs and illegal immigrants before they arrived in Australia.

### **International Peacekeeping**

In June 1999, the AFP sent a contingent of 22 officers to East Timor to assist with the ballot for self determination due to take place in August 1999. The AFP

members served with UNAMET, InterFET and UNTAET, often in conditions of danger, hardship and privation.

From February 2000, approximately 30 state police officers from all over Australia were sworn with the appropriate powers as AFP special members in order to join the AFP’s contingents to East Timor.

### **Forensic Services**

The forensic laboratory at the AFP’s Weston Complex in the ACT was completed during the year. This state-of-the-art laboratory was a tangible demonstration of the increasing capability and sophistication of the AFP’s forensic services.

Commissioner Palmer told Minister Vanstone that AFP forensic resources were now world class, as were its scientists

citing a small but significant example of this expertise: during the year AFP scientists had developed a technique to detect finger prints on difficult surfaces such polymer bank notes by the use of vacuum metal deposition technology.

### **ACT Community Policing**

On 15 March 2000 Senator Amanda Vanstone, Minister for Justice and Customs, and Gary Humphries, ACT Minister for Justice and Community Safety, signed a new policing arrangement for the provision of community policing services to the ACT by the AFP.

The new agreement supported a range of new accountability measures and enabled the development of an annual purchase agreement with the ACT Government specifying levels of service to be provided to the community.

### **Finance and People Management**

The AFP adopted a new certified agreement in November 1999. The agreement improved remuneration, equity and certainty while increasing the AFP’s capacity and productivity to deal with an unpredictable work environment. The ability of AFP personnel practices to respond more effectively and quickly to the needs of Government and the community

also underpinned the changes to the AFP legislation which was passed by the Parliament in February 2000.

While implementing its own reforms, the AFP had to implement Government reforms as well. Like all Commonwealth agencies, the AFP moved to accrual budgeting. This budgeting model records revenues and expenses when goods or services are provided or consumed, rather than when cash is received or paid.

It was a difficult change for the AFP, the first attempt applied to the AFP's five outcome structure used during 1999–2000, proved too complex. Consequently a revised two-outcome approach was approved for use in 2000–01 to incorporate Commonwealth and ACT Government arrangements and align services and outputs along similar lines to the former program structure.

### Future Outlook

With the end of his term approaching, Commissioner Palmer took the opportunity to provide Minister Vanstone with a snapshot of what he considered the law enforcement landscape of the near future might be.

"The criminal environment in the first decade of the 21st century will be, and already was in many instances, very different to that of



1 February 2000: AFP and Customs officers intercepted an estimated 500kg of cocaine in a raid on a yacht in the early hours of 1 February 2000, at Patonga Beach, NSW as part of Operation Shard. – AFP Museum Collection

10 years ago. E-commerce, e-crime and money laundering are increasingly reliant on and facilitated by the growing sophistication of technology. The rapid development of technological capabilities presents an enormous challenge for law enforcement.

"*Crime at the speed of thought* – the theme of the 2000 Commissioner's Conference – is much more than a catchy motif, it is a reality and we must develop the expertise to use this technology to our advantage. Encryption of data and financial records has the potential to make law enforcement even more difficult.

The AFP has an increasingly diverse role in addressing many of the issues we now face as a result of the impact the Internet is having on our environment. Computer crime and

associated activities will continue to receive a high level of attention by the AFP. We already have in place electronic evidence teams (formerly called computer crime teams) in Brisbane, Canberra, Melbourne, Perth and Sydney.

"The AFP's electronic forensic support team in Canberra will continue to service the increasing demand for forensic analysis from within the AFP, and from our law enforcement partners. This facility will be supported by state-of-the-art computer technology and will draw on the services of specialist computer professionals who are otherwise engaged in research and development activities for the AFP.

"It is fundamentally important, however, that the AFP develop its capability in

alliance and, at times, in partnership with other law enforcement agencies and indeed the business community. The AFP must ensure, in developing its capability to protect Commonwealth interests in this area that it has the respect and cooperation of all stakeholders and is able to work with business to ensure that the exploitation of the environment benefits all sectors of the community.

"Despite this environment of almost constant change and challenge, the AFP is in a sound corporate and operational position. Firstly, we have created a flexible and professional work environment and have a highly motivated and skilled workforce. Secondly, while we have the responsibility to argue our case for longer term funding requirements, we presently have the support of the Government in terms of the work we are doing and a commitment to the funding we need to do it," Commissioner Palmer concluded.

Mick Palmer retired as AFP Commissioner on 14 March 2001.



## Chapter 5: The Keelty Years

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# 2001–09



If it had been Mick Palmer's mission to reform the AFP to meet the law enforcement challenges of the 21st century, it would be up to Mick Keelty to meet those challenges head on.

Sworn in on 2 April 2001, by October that year, Commissioner Keelty was able to tell Minister Ellison: "The AFP was in a sound corporate and operational position and is well able to continue meeting the current and future law enforcement challenges such as transnational crime, electronic crime and the increasing globalisation of organised crime. The forging of new relationships and the maintenance of those already existing with overseas law enforcement organisations and agencies will no doubt continue to provide valuable returns.

"A cultural change within the AFP has seen the organisation become more performance-driven, and this report highlights the AFP's new capability to measure its success by benchmarking against other organisations around the world. Business Activity Analysis (BAA) is an initiative introduced during the reporting period, that has provided significant benefits to the AFP in improving business planning by measuring both inputs and outputs.



October 2000: Operation Logrunner was an international operation which netted a 357kg heroin stockpile in Fiji in October 2000. – AFP Museum Collection

In addition, the Government's commitment to adequately resourcing and funding the AFP and the continuation of the reform process has strengthened our ability to deliver effective law enforcement services." Commissioner Keelty said.

During 2000-01, the AFP completed a three-year program of targeted reforms, implemented following the Ayer's Review. The resulting AFP Reform Program was designed to augment an internal reform program started in 1995. Key funding elements included an increase in staffing, an enhanced training and an operational re-equipment program. The reforms, along with other significant funding measures such as those provided under the National Illicit Drug Strategy and those to combat people smuggling, contributed to an unprecedented year of operational achievements.

These achievements included:

- support to the NSW Police Service for the security overlay for the Sydney 2000 Olympic Games
- the seizure of 357kg of heroin, believed destined for Australia, in a multinational, multi-agency investigation in Fiji
- ongoing record seizures of illicit drugs with partner agencies
- the arrest and sentencing of more than 300 people in relation to people smuggling activities since amendments to the *Migration Act 1958* came into effect in July 1999
- the expansion of the AFP's Overseas Liaison Officer network to 33 officers in 21 countries including Burma, Colombia and The Netherlands.

### The Changing Workforce

There were three significant senior management appointments during the year. Simon Overland was appointed as Chief Operating Officer, John Murray as Chief Police Officer for the ACT, and Marion Cowden as General Manager People and Finance.

Commissioner Keelty noted that the profile of those joining the AFP had changed considerably. The most recent recruits had an average age of 27 years. More than 70 per cent had a tertiary qualification and more than 30 per cent had second language skills.

### Electronic Crime

The re-profiling of the AFP's workforce came at a time when e-crime issues were firmly on the agenda. At the time it was estimated that cybercrime was costing companies worldwide approximately \$3 trillion a year. Further, an estimated 50,000 Australian companies suffered heavy losses as a result of infection by the Love Bug and Anna Kournikova viruses. Already that year hackers had tapped into computer switchboards of 12 of Australia's largest corporations and ran up \$12 million worth of untraceable phone calls.



Apart from fraud committed via e-commerce, the Internet was providing a means of anonymous communication for serious and organised crime syndicates.

“Consorting laws of yesteryear that prevented criminals from gathering together to plan their crimes are irrelevant in cyberspace,” Commissioner Keelty emphasised.

### The Fight Against Drugs

A worrying trend for law enforcement at this time was that traditional heroin producers were now able to diversify their production into methamphetamines, and there was a flood of these drugs into Asia. Some 13 million ecstasy tablets were seized during just two operations in Thailand at this time. Methamphetamine use was widespread and was posing an increasing challenge to law enforcement. While most methamphetamine was produced domestically, major importations from Asia were beginning.

The drug trade is a business that accumulates assets and money. Proposals for a revised Proceeds of Crime legislation was likely to be a major deterrent placing the onus on suspects to prove in court that their assets and wealth had been obtained legitimately.



May 2001: In Operation Montego AFP and Customs officers with Queensland Police seized 96.59kg of cocaine on 3 May 2001 from a yacht located near Moreton Island off the coast of Brisbane. – AFP Museum Collection

With the AFP, Customs and partner law enforcement agencies regularly seizing significant amounts of drugs and confiscating luxury boats, cars and other assets, Australia was becoming increasingly unattractive place for drug syndicates to do business.

### The Neighbouring Region

Engagement with neighbouring countries emerged as another critical strategy for combating transnational crime. The AFP was now providing strategic assistance and training to law enforcement partners in the region and this was starting to pay major operational dividends.

During year, the AFP sent peacekeepers and peace monitors to East Timor and the Solomon Islands creating a nexus between its peacekeeping operations

and strengthening its relationships with regional law enforcement agencies.

### Policing the ACT

At some point in every AFP Commissioner’s career, the question about the creation of a separate police service for the ACT is asked. Commissioner Keelty, who began his career in the ACT Police prior to its inclusion in the AFP, was in a unique position to answer this question. While starting in the ACT, he had seen service in many parts of Australia including General Manager of Northern Region (Qld and NT). He had, in effect, seen both sides of the coin.

His response to this question, whenever asked was to repeat what each of the AFP Commissioners had said before him.

“It was the firm view of the AFP, the ACT and Australian governments that the people of the ACT are best served by the current arrangements,” Commissioner Keelty said.

“The problems created by two separate police services operating in a jurisdiction like the ACT were well documented by Sir Robert Mark in 1978 and his arguments are still valid today. The seamless jurisdiction has been operating extremely well from an operational perspective and complements the diverse demands placed on the AFP in its national and international roles,” he said.

Commissioner Mick Keelty opened his 2001-02 annual report to Senator Ellison from a point of view that only a police officer holding a Master of Public Policy and Administration could take.

He told the Minister for Justice and Customs: "The AFP was one of only a few police organisations worldwide that was able to closely identify what people, resources and costs are associated with various forms of operational activity. Its planning closely aligns performance-oriented strategies, implemented at various levels, to meet flexibility in desired outcomes that may change in either the short or long term."

It was this level of adaptability that enabled the AFP to react quickly to Australia's heightened security needs following the 11 September 2001 terrorist attacks in the US. The impact was almost immediate on Australian security and law enforcement and created the need to engage in investigations in support of US authorities as well as intelligence gathering and investigation of related matters under Australian law.

The AFP's flexible teams-based structure was instrumental in allowing it to redirect its resources swiftly to emerging higher



27 July 2001: Operation FERIA in Western Australia resulted in the seizure of 938kg of cocaine from the US-registered vessel, *White Dove*, moored at Dulverton Bay, 700km north of Perth. – AFP Museum Collection

priorities, while continuing routine investigations. To achieve this, a more rigorous criminal targeting regime was introduced to complement a reassessment of priorities. While this approach met urgent demands placed on the AFP, it was a situation that was unsustainable for an extended period of time. Recognition of this fact came with an increased resource allocation in the 2002-03 Federal Budget.

During 2001-02, the AFP continued to implement a business planning and performance improvement framework to drive better service delivery to its clients. To guide this process the AFP was now entering into a second independently conducted client satisfaction survey, acknowledging that the results of the first survey had helped frame a number of successful service agreements with key clients.

### After September 11

Following the September 11 terrorism attacks in the US, the AFP immediately addressed what was clearly going to be a completely different law enforcement environment for the foreseeable future. The dominant issue by far for the AFP would be making the transition to an organisation that was now being redefined by its increased role in all aspects of counter-terrorism.

The AFP now began evolving into a substantially different organisation to what it had been. The world had changed overnight and the AFP needed to react quickly. Pragmatism led to the decision to incorporate the Australian Protective Service (APS) into the AFP from 1 July 2002 and a menu of new or enhanced protection roles and responsibilities began to evolve.

Stronger legislative support for the AFP to

carry out its new functions and changed relationships with key Commonwealth and state partners and clients came from decisions made at the Special Leaders' Summit on Transnational Crime and Terrorism. One such key decision was the move to establish the Australian Crime Commission, and for it to be operational by the end of 2002.

The AFP had been through a decade of change under Commissioners McAulay and Palmer to prepare it for the unknown world of the 21st century. Allowed only a short time to survey the terrain of the new century, Commissioner Keelty would now have to quicken the pace of change so that the AFP did not fall behind.

Commissioner Keelty said: "Making this transition was the key strategic issue for the AFP. It will present substantial internal and external change management issues. They will be complicated by the fact that the role and responsibility adjustments, such as an enhanced protection and counter-terrorism role, are in a direction that neither the AFP nor some key partners and clients were contemplating prior to September 11."

"During the first quarter of 2002-03 a key area of AFP focus will be determining in detail how government adjustments



to the AFP's strategic directions are to be implemented," Commissioner Keelty said.

The Howard Government supported the AFP Reform Program by funding of an additional \$398 million over four years in the 2002-03 Federal Budget.

### Business as Usual

While addressing the ramifications for Australia of the September 11 attacks in New York and Washington, the AFP still had to continue its routine and not-so-routine commitments. Among the latter was providing support to the Queensland Police for security to the Commonwealth Heads of Government Meeting (CHOGM) at Coolum, Queensland, in March 2002.

Originally scheduled for October 2001, CHOGM was prudently postponed and when eventually held, the event met with no major security incidents.

### The Fight Against Drugs

During 2001-02, the AFP continued to play a major role in the fight against illicit drugs. This effort contributed to a heroin shortage, a situation unique to Australia during the preceding two years and recognised as such by the United Nations Drug Commission in March 2002.

The shortage provided an unparalleled



21 February 2001: AFP officers in Melbourne intercepted a truck carrying illegally traded tobacco in 82 bales weighing 100kg each. The shipment travelled to Melbourne from Mareeba in Queensland. - AFP Museum Collection



26 December 2000: AFP officers in Melbourne seized cricket bats and wall plaques suspected as being unapproved Bradman memorabilia. - AFP Museum Collection

opportunity for insight into the characteristics of the Australian heroin and broader illicit drugs market. Firstly, the existence of the shortage was taken as proof of the value of pursuing drug supply reduction strategies, and secondly, the AFP linked with the academic community to quantify the benefits of reduced supply.

There was an emerging certainty about the harm from the use of amphetamine-type stimulants (ATS), which was an expanding market in Australia, ironically attributed to the heroin shortage. This increased demand was being catered to by organised crime, the investigation of which was likely to impact on AFP priorities and resource allocations.

### People Smuggling

During 2001-02 the AFP targeted a number of significant figures in people-smuggling syndicates. These people were either arrested, or if outside Australian jurisdiction, their operations severely disrupted by cooperation between the AFP and overseas law enforcement agencies.

In February 2002, Prime Minister Howard announced that Australia would help the Indonesian National Police (INP) to patrol the thousands of kilometres of Indonesian coastline that were havens

for people smugglers. In the 2002-03 Budget an additional \$1.5 million over four years was promised to the AFP for the construction of five patrol vessels for use by small units within the INP. These boats would patrol extensive areas within Indonesian waters in order to prevent illegal immigrants leaving Indonesia.

**Policing in the ACT**

The ACT remained one of the safest places in which to live and work recording below national average levels of crimes against the community, including burglary, theft, and armed robbery, as well as a decrease in motor vehicle theft.

**Protective Service**

Under the *Australian Protective Service Amendment Act 2002* responsibility for the management of the APS transferred from the Secretary of the Attorney-General's Department to the AFP Commissioner taking effect on 1 July 2002.

**New Recruiting**

Even though the AFP had absorbed the APS, there was still a need to recruit in significant numbers. The application of ongoing efficiency dividends and its consequent impact on the AFP's overall

budget meant that the AFP had not recruited in sufficient numbers for several years. This resulted in the AFP at this point in time having an arguably large proportion of relatively new members. This was somewhat balanced by the older average age (28 years) and broader life experience of its recruits, but the challenge for AFP management was how to provide appropriate mentoring arrangements and support for these new members.

**Certified Agreement Developments**

During 2001-02 work began on a new certified agreement that followed the far-reaching reforms in employee terms and conditions of the first agreement. The existing agreement provided a solid foundation on which the new agreement would be based.

During 2001-02, a staff workplace opinion survey identified several areas in which the organisation was performing

well, and just as importantly, identified other areas where improvements needed to be made to management practices. The survey delivered a benchmark for strategy development and action.

OBITUARY

COLIN WOODS

Founding head of the AFP

THE FOUNDING commissioner of the Australian Federal Police, Sir Colin Woods, who died at his home in Britain on January 27, aged 80, made a remarkable and lasting contribution to policing in Australia.

Administratively, he achieved a great deal over the course of his three-year appointment (1979-82) in Canberra. He forged a national policing body from three agencies — the Commonwealth Police, the ACT Police and the Narcotics Bureau of the Australian Customs Service. In 1980 he played a leading role in the formation of the Australian Bureau of Criminal Intelligence.

Despite encountering some initial hostility from the ranks, as well as from the public, mainly due to his being perceived as another "transplanted Pom", Sir Colin went on during his relatively brief stint in Australia to become a widely admired and oft-quoted public figure.

In the process, he achieved a number of notable firsts for policing, particularly in pursuit of his belief that the police should be seen as "part of the community, not apart from the community".

Sir Colin was the first police officer invited to address the National Press Club; he was the first police commissioner to publicly give journalists access to top-secret crime files; and he established the first police public-affairs office staffed by professional journalists, a move that was immediately emulated by the Victoria Police.

His achievements in Australia came as no surprise to those who worked closely with him in the AFP headquarters, then on the sixth floor of the National Mutual Building, opposite the city police station. It was clear to them that this was a gifted administrator, one whose lateral thinking, superb communication skills and commitment to accountability



marked him as an outstanding leader of a modern police force.

Ironically, the one who was most surprised was Sir Colin himself. Aged 59 when he was recruited by the Fraser Government, he would remark that he had never anticipated a "spell Down Under" at what he had presumed was the end of a high-

ly successful policing career in Britain.

Colin Philip Joseph Woods, KCVO (1977), CBE (1973), was born in Bermondsey, south of the Tower Bridge, London, on April 20, 1920, the son of Michael Woods, sub-divisional inspector, London Metropolitan Police. After education at Finchley Grammar and with war looming, he joined the army and was commissioned in the Royal Ulster Rifles where he served from 1939 to 1946. In 1941 he married Gladys Ella May Howell, to whom he remained devoted throughout his life.

In 1946 he joined the Metropolitan Police and progressed swiftly through the ranks to deputy commander. From 1966 to '67 he was commander, traffic department, going on in 1968 to head management services. From 1969 to '70 he was commandant of the National Police College before being appointed assistant commissioner (traffic) in 1970.

In 1972 he was assistant commissioner (crime) and then served as deputy commissioner from 1975 to '77 before being appointed to the top police post of Her Majesty's Inspector of Constabulary for England and Wales, the position he held until his appointment to the Australian Federal Police.

Sir Colin said before leaving Australia that he had often thought about settling here permanently, but only if his daughter and her family were able to move out as well. He was able to continue his association with Australia and visited several times in the 1980s in his capacity as a director of the multinational Securicorp and as a security consultant to Qantas.

He is survived by Lady Woods, his daughter, Carolyn, and two grandchildren.

— GREGSON EDWARDS

Colin Philip Joseph Woods, born April 20, 1920; died January 27, 2001.

Above: The Canberra Times obituary for Sir Colin Woods was written by Sir Colin's original media advisor Gregson Edwards.



By far the most significant event covered by the AFP's 2002-03 annual report to Minister Ellison were the bombings in Bali. The bombings took place on 12 October 2002 at two nightclubs in the tourist district of Kuta and outside the US consulate at Renon.

The bombing of Paddy's Bar and the Sari Club resulted in 202 people being killed, among them 88 Australians. The explosion outside the US consulate caused no casualties.

An invitation by the INP for the AFP to participate in the investigation was a turning point in the AFP's history. As Commissioner Keelty put it to Minister Ellison in the 2002-03 annual report: "This particular 12-month reporting period was one of the most momentous in the history of the AFP."

"Incidents at home and abroad have brought changes upon us, but we have responded with firmness, with speed and with confidence".

Not since the 1978 Sydney Hilton Hotel bombing had Australia been confronted so starkly with the spectre of terrorism.



October 2002: Operation Alliance began when three terrorist bombs were detonated on the Indonesian island of Bali on 12 October 2002 resulting in the death of 202 people, 88 of them Australian. – AFP Museum Collection

The Hilton bombing killed two council workers and a police officer, injured eleven others and gave rise to not only a royal commission, but was a factor in expediting the creation of the AFP.

The investigation of the bombings in Bali put the INP and the AFP in the international spotlight and provided proof of the effectiveness of international and domestic law enforcement cooperation arrangements that had been quietly established by the AFP in the preceding years.

Under Commissioner Keelty, the AFP responded to the challenge of the Bali bombings with speed and efficiency.

During the Bali investigations, at any one time, the AFP had an average of 40 federal agents and analysts on the island assisting the INP on issues including disaster victim identification, forensic investigation, criminal intelligence analysis and bomb data analysis. The AFP also worked closely on the investigation and the preparation for prosecution. At its peak, about 100 AFP members were deployed to Bali.

"This would not have been possible had it not been for the support of state and



territory police services in Australia which so capably joined with us to assist the INP," Commissioner Keelty said.

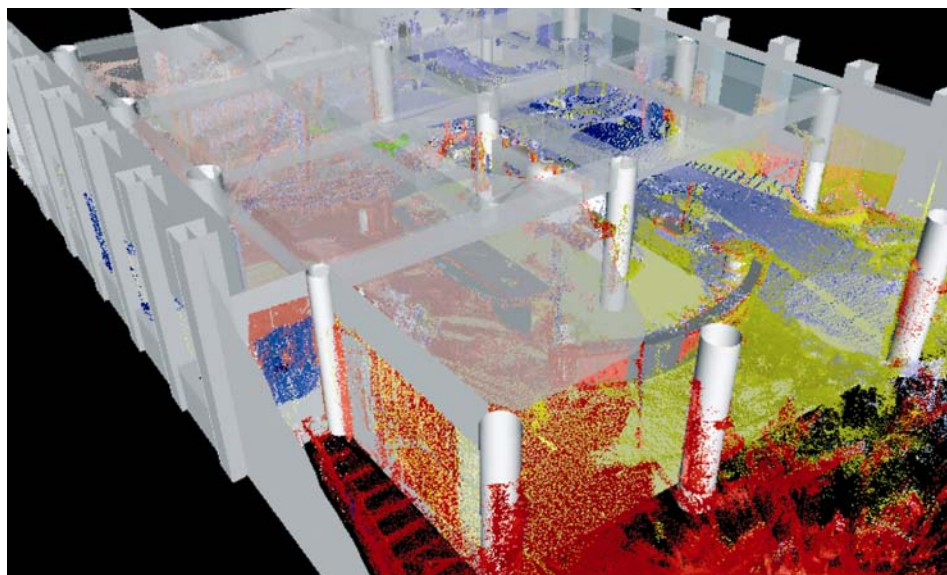
Now a part of the AFP, Australian Protective Service (APS) officers were also sent to Bali to provide security for the members involved in the investigation.

The Bali bombings demonstrated how global law enforcement alliances can penetrate terrorist organisations and uncover previously unknown links and associations. During the first four months of the investigation, more information was uncovered on the operation and networking of Jemaah Islamiyah than in many previous years of intelligence operations.

After the Bali bombings, AFP officers deployed to the Philippines and Saudi Arabia to work with international partners following terrorist incidents at in those locations.

### Transnational Crime Coordination Centre

The experience in collecting and coordinating large amounts of information on transnational crime led to the creation, on 11 December of the Transnational



October 2002: For the first time in an AFP investigation, 3D laser imagery was used to record crime scenes. This image is of Paddy's Bar. – AFP Museum Collection



12 May 2003: Trials relating to the 2002 Bali bombings began in Indonesia and resulted in 32 convictions as well as the execution, by firing squad, of Imam Samudra, Amrozi Nurhasyim and Ali Ghufron on 9 November 2008. – AFP Museum Collection.

Crime Coordination Centre (TCCC) where teams of analysts, intelligence officers and federal agents were created to work together on the full range of transnational crime issues.

### Australian Crime Commission established

The Australian Crime Commission (ACC) was founded on 1 January 2003 with Commissioner Keelty nominated as Chair of the Board. The ACC replaced the NCA and the ABCI and the Office of Strategic Crime Assessments. Its functions included:

- criminal intelligence collection and analysis
- setting national criminal intelligence priorities
- conducting intelligence-led investigations of criminal activity of national significance including the conduct and/or coordination of investigative and intelligence task forces as approved by the ACC Board
- the exercise of coercive powers to assist in intelligence operations and investigations.

### The Internal Environment

In 2002–03, the AFP received stronger legislative support to carry out its functions (such as the *Measures to Combat Serious and Organised Crime Act 2001*, *Proceeds of Crime Act 2002* and *Cybercrime Act 2001*). The AFP changed relationships with key Commonwealth and state partners and clients, arising from decisions flowing from the Special Leaders' Summit (April 2002) and the Government threw its support behind the AFP with record funding of an additional \$398 million over four years in the 2002–03 Budget.

Significant work also continued on the incorporation of the APS into the AFP. The APS was moving from a discrete functional division within the AFP to have its personnel integrated throughout the AFP. This arrangement was aimed at enhancing the AFP's capabilities to counter the threat of terrorism and to prevent it undermining Australia's national security.

### People Smuggling

People smuggling (including the trafficking of women and children)



16 April 2003: Operation Sorbet recovered 50kg of heroin worth \$164 million which had been landed off the coast near Lorne. The seizure led to the armed boarding of the vessel *Pong Su* and the arrest of 34 people. – AFP Museum Collection

remained a significant issue, with social issues world wide continuing to generating a large pool of people willing to migrate illegally. While there were no detected boat arrivals of substance involving the landing of unlawful non-citizens in Australia since December 2001, there was ongoing illegal migration by air to Australia, by means of false or fraudulently obtained documentation.

The next sizeable boat arrival occurred on 1 July 2003, when a vessel carrying 53 Vietnamese arrived off the coast of Port Hedland. An Australian national was arrested and charged with involvement in bringing them to Australia.

### The Heroin Shortage

While the long-term impact of the

Australian heroin shortage since late 2000 was under assessment, death from heroin overdoses fell by 58 per cent in 2001. Cocaine and ATS appeared to have filled part of the void left by the heroin shortage, possibly leading to signs of growing cocaine and ATS consumption by intravenous drug users.

Australia was following the broad global trend of increasing demand for ATS which inevitably led to increasingly large seizures in 2002–03.

### High Tech Crime Centre

The criminal use of advanced technology became more evident and was increasingly becoming the tool used to commit a wide range of offences including drug trafficking, people smuggling and terrorism.

Recognising this, the Government launched the Australian High Tech Crime Centre (AHTCC) on 2 July 2003.

The AHTCC was hosted by the AFP and Commissioner Keelty said: "Our commitment to battling high tech crime was shown in an internationally groundbreaking investigation relating to a network distributing copyright-protected music via MP3 files over the Internet. Music industry complainants suggested this alleged infraction was worth potentially \$70 million. The AFP's action was the first of its type in the world."

As the year ended, the Minister for Foreign Affairs and Trade, Alexander Downer put forward a proposal for a peacekeeping force in the Solomon Islands, led by Australia. The AFP and Australian Defence Force were to play the senior roles in the project.



As the AFP approached its 25th anniversary, Commissioner Keelty felt the organisation had continued to grow as a dynamic policing organisation, but it was facing unprecedented challenges both in national security and in upholding the security of Australia's regional neighbours.

Commissioner Keelty, having guided his management team in building strategic crime-fighting relationships in Australia and overseas to increase the AFP's effectiveness in fighting crime, knew that the bottom line with the Australian Government came down to being able to demonstrate the best return for the tax payers' money. Backed by statistics, he was now in a position to represent the AFP's results in dollars and cents terms.

He reported to Minister Ellison in the 2003–04 annual report that for every dollar invested in the AFP, its economic investigations returned \$6.00; its drug investigations returned \$5.20 and its protection services returned at least \$4.04.

### Counter Terrorism

Changes in the security environment around the world ensured that counter



24 July 2003: The AFP component of the Regional Assistance Mission to the Solomon Islands (RAMSI) arrived in Honiara under the command of AFP Assistant Commissioner Ben McDevitt, to begin Operation Helpem Fren. – AFP Museum Collection

terrorism remained at the forefront of AFP business. Australia's ability to detain suspects and disrupt and confiscate terrorist funding was enhanced through the drafting of a suite of new legislation to strengthen capacity for detecting and monitoring suspicious activity. The AFP provided input into this important area of policy.

At the national level, on 1 June a Perth court sentenced Jack Roche to nine years in prison for a terrorist-related activity, making him the first person to be convicted under Australia's new anti-terror laws. Roche pleaded guilty midway through his trial on a charge of conspiring to blow up the Israeli embassy

in Canberra. Roche had been arrested by the AFP on 18 November 2002.

During the year, the AFP assumed responsibility for counter-terrorist first response at Australian airports and took direct follow-up action on more than 500 of the 19,000 reports to the National Security Hotline received that year.

On the international front, Operation Alliance, the ongoing INP–AFP investigation into the Bali bombings led to 36 arrests with 33 of those charged convicted and sentenced to penalties ranging from three years in jail to the death penalty.

The detonation of a terrorist bomb in the foyer of Jakarta's J W Marriott Hotel on 5 August 2003 served as a powerful reminder of the ongoing nature of this work. Again the AFP was asked by the INP to take part in the investigation of the blast.

### Operation Helpem Fren

On 24 July 2003 Australian Army and AFP personnel touched down in the Solomon Islands as part of the Regional Assistance Mission to the Solomon Islands (RAMSI), *Operation Helpem Fren*.

Working alongside other Pacific nations and the Australian Defence Force, in less than a year RAMSI removed almost 4,000 weapons and more than 300,000 rounds of ammunition from the streets and made more than 3,000 arrests.

This enabled the people of the Solomon Islands to enjoy a safer community and heralded new directions in the AFP's approach to regional policing through the creation of the International Deployment Group (IDG).

The IDG was created to provide a pool of members ready for deployment to regional areas to work alongside state

and territory police in response to calls for assistance and at government request. Announced in February 2004, IDG personnel were already working in the Solomon Islands, Cyprus, Jordan, and Timor-Leste.

Another key mission to Papua New Guinea was in the advanced stages of preparation towards the end of June 2004.

Throughout the year, the AFP also helped establish new Transnational Crime Coordination Centres in Indonesia, Cambodia and Fiji to improve intelligence sharing and investigative capacity in the region.

The AFP also hosted the annual South Pacific Chiefs' of Police Conference (SPCPC) in Brisbane, bringing together police chiefs from 21 nations to discuss developments in major crime.

Under the theme Terrorism: The Wider Law Enforcement Context, the conference formulated a strategic plan to more effectively target organised crime and to strengthen the crime fighting capacity of Pacific nations. The forum also endorsed a strategy to combat the trafficking of ATS.



March 2004: About 1.5 tonnes of pseudoephedrine hypochloride was seized in the Philippines allegedly destined for Australia and believed to have the potential to generate somewhere between 900kg and 1.3 tonnes of amphetamines. – AFP Museum Collection

The AFP's International Network opened new posts in Pretoria, Dubai and Bali bringing the number of overseas posts to 32 located in 26 countries. The Network made significant advances in enhancing cooperation with overseas counterparts with operational highlights including a multi-agency investigation into the activities of a Hong Kong and Malaysia-based syndicate which led to the seizure of a clandestine laboratory set up to produce crystal methylamphetamine (ice) in Fiji. This followed an agreement between law enforcement agencies in Malaysia, Fiji, Philippines, New Zealand, Hong Kong, and Australia. The agreement focused on both the syndicate's ability to establish an ATS laboratory in Fiji and the subsequent trafficking of illicit drugs into Australia and

other countries in the region. Six people were arrested and charged.

Since late 2000 this kind of cooperation had dismantled major trafficking rings supplying the Australian market with heroin from South-East Asia.

### Strategic Partnerships

Recognising the role the community plays in modern law enforcement, the AFP negotiated strategic partnerships with a number of private industry and academic organisations during the year.

More than 20 private and public sector agencies joined the AHTCC. In operation for less than a year, the Centre made significant inroads into investigating crimes including e-fraud, online child

abuse, computer intrusions, creation and distribution of computer viruses, importation of prohibited substances, and threats against Australia's Critical National Information Infrastructure.

It had also supported areas such as counter terrorism, protective security and the multi-agency Identity Crime Taskforce.

In addition, Australia's five biggest banks, plus MasterCard, Visa International, and the Credit Union Society along with the Australian Bankers Association formed a strategic partnership with the AHTCC to arrest growth in online banking frauds.

### Change to Organisational Structure

The year also saw the AFP embark on a major organisational review with the introduction of a functional framework to nationally prioritise and respond more quickly to new challenges in the criminal environment.

The Australian Protective Service continued to integrate with the AFP, bringing together responsibilities for aviation security and major infrastructure protection with AFP protection services. To accommodate this expansion, the Australian Government



announced funding for a permanent new home for the AFP in the Anzac Park West building in Canberra's Parliamentary Triangle and Defence precincts. While this move did not eventuate, the move to a new and larger headquarters was now inevitable.

An accommodation upgrade was also scheduled for the AFP's Wanggirrali Ngurrumbai Centre near Canberra's airport to maintain a permanent home for the IDG and other specialist teams including forensics and information technology.

### **Policing in the ACT**

During the year, ACT policing and national protection staff provided support to visits by world leaders including United States President George W. Bush and Chinese President Hu Jintao.

Meanwhile in ACT Policing, the five-year arrangement between the AFP and the ACT Government to provide policing services in Canberra was due to expire in March 2005 and work was underway in developing the next agreement.

### **National Missing Persons Unit**

Other national developments included



22 October 2003: During the year ACT policing and national protection staff provided support to visits by world leaders including United States President George W. Bush. – *AFP Museum Collection*



5 May 2004: The AFP won the Gold Award for a large business at the 2004 Australian Chamber of Commerce and Industry Work and Family Awards. – *AFP Museum Collection*

the transfer of the National Missing Persons Unit to the AFP from the ACC. Since 1996 the Unit had provided a national coordinating role to reduce the incidence and impact of missing persons. Placing it within the AFP provided better opportunities to liaise with, and support, law enforcement efforts in Australia and overseas.

### **Public Recognition**

For some time the AFP had been developing its work/life diversity program which received public acclamation by winning the Gold Award for a large business at the 2004 Australian Chamber of Commerce and Industry Work and Family Awards. In the same year the AFP began to formally recognise the performance of its staff with the introduction of its Commissioner's Medals for Innovation and Excellence and other commendations and group citations.



The AFP's 25th anniversary year was a strong operational year and a time when the organisation reflected on its past and considered strategic new directions for meeting the national law enforcement and security challenges of the future.

It was also the year the AFP moved to a functional management model to provide a higher level of national coordination and support and better improve lines of reporting.

In the annual report Commissioner Keelty told Minister Ellison: "I am pleased to report that the year was characterised by many high points, our partnerships expanded and deepened; we took on a range of new national security responsibilities and implemented some measures to tackle crime across many fronts.

"It was a year when we consolidated our efforts internationally and looked to new horizons; when we strengthened our workforce and commitment to traditional operations; and when we applied our skills in new ways to assist neighbouring communities in need.

"Importantly, it was a year when these investments contributed to strong



1 July 2004: The Australian Protective Service was fully integrated and re-badged as AFP Protective Service. – AFP Museum Collection

operational outcomes, enabling us to more than deliver on ambitious business targets.

"But sadly, it was a year tempered by some low points, most notably the murder of one of our own, Protective Service Officer Adam Dunning, while he was on night patrol in the Solomon Islands.

"Adam was a highly-valued AFP member and his death reminded us all of the many dangers associated with our contemporary peacekeeping and regional assistance roles; as well as the obstacles to security that still have to be overcome," Commissioner Keelty said.

### National Security

The spectre of terrorism continued to dominate the international law

enforcement landscape. The bombing outside the Australian Embassy in Jakarta, in September 2004, served to emphasise the ongoing threat to Australian interests and the importance of a strong and comprehensive national response.

The AFP provided expertise to a number of investigations into terrorism-related acts overseas, particularly in forensics, technical and operations support. Assistance included the deployment of Rapid Response Teams to incidents such as the Australian Embassy bombing in Indonesia and the *Superferry 14* bombing in the Philippines.

Significantly, the success of these missions led to the establishment of

a permanent AFP counter-terrorism presence in the Philippines.

### Jakarta Centre for Law Enforcement

The opening of the Jakarta Centre for Law Enforcement Cooperation, at Semarang in Indonesia, was regarded internationally as a major counter-terrorism innovation. The \$38 million joint venture between the Australian and Indonesian governments was managed and developed by the AFP and attracted interest and support from law enforcement agencies around the world.

The Centre quickly earned a reputation as a counter-terrorism hub, developing links to transnational crime coordination facilities throughout South-East Asia. Most importantly, it was promoting a culture of cooperation and information exchange among counter-terrorism authorities in the region, and strengthening capacity to thwart future attacks.

### International Focus

During the previous 12 months, the AFP's Overseas Liaison network oversaw the establishment of the Indonesian Transnational Crime Coordination Centre and the expansion of the Transnational Crime Unit network in Fiji, Tonga, Samoa and Vanuatu to boost intelligence and

information-sharing capacity throughout the Asia-Pacific region. It also continued to implement the successful LECP to strengthen offshore crime-fighting skills and expertise.

The value of relationships forged through this network was underscored in the aftermath of the Indian Ocean tsunami. Soon after the tsunami swept over the island of Phuket on 26 December 2004, the AFP was invited by the Thai Government to jointly command the international disaster victim identification effort on the resort island. This was an enterprise that required coordinating the efforts of 30 countries.

Of all the countries hit by the tsunami, Thai coastal resorts incurred the greatest number of deaths of foreign tourists. Working on a rotation roster, close to 200 police from Australia were deployed to the island as part of a rapid response program.

During the year AFP personnel were also deployed to support law enforcement authorities, maintain security during the Athens Olympics, and to Iraq to assist with negotiations over the release of two Australian hostages.

### Drug Detection

In 2004-05 more than 180kg of heroin



22 December 2004: Protective Service Officer Adam Dunning, 26 was shot and killed in Honiara during a routine vehicle patrol as part of his duties with the Regional Assistance Mission to the Solomon Islands. His funeral service was held at the Duntroon Chapel on Canberra on 28 December and attended by the Governor-General, Prime Minister and a wide range of senior Defence and AFP personnel. – AFP Museum Collection

was seized at the Australian border, approximately three times that detected in the previous year, while increased seizure rates were also recorded for cocaine, MDMA and precursor chemicals. These interdictions were regarded as significant by world standards.

In one Melbourne operation in April 2005 involving the AFP, Customs and a range of international law enforcement counterparts, more than 1 tonne of MDMA was intercepted with an approximate street value of more than \$250 million. This was Australia's largest, and one of the world's biggest single detections of the street-ready drug for that time.

### Overseas Missions

In 2004-05, up to 500 IDG personnel, including representatives from state and territory police were on missions in the Solomon Islands, Papua New Guinea and Timor-Leste.

The Regional Assistance Mission to the Solomon Islands (RAMSI) celebrated its own milestone during the year – its first anniversary. To mark the occasion, a monument was installed at Police Park in the capital, Honiara, concreted over the broken remains of thousands of weapons surrendered during the mission.

Another IDG assignment, the mission to Papua New Guinea as part of the Enhanced

Cooperation Program, aimed to repeat the success achieved in the Solomon Islands. Deployments were undertaken in Bougainville and Port Moresby, with encouraging early success recorded by means of high density and highly visible patrols.

At its peak, 161 Australian Assisting Police were assisting the Royal Papua New Guinea Constabulary become a more professional, sustainable and accountable policing entity. However, a constitutional challenge to the legality of the Enhanced Cooperation Program by the Governor of the Morobe Province, Luther Wenge, led to the suspension of this mission.

### Training Centre Opened

The AFP's \$2.8 million International Training Complex was opened on Canberra's outskirts in June 2005, to equip personnel with the skills required to operate in the diverse range of conditions typically encountered when working abroad.

Among the many features of the purpose-built complex was a streetscape similar to that found in a small overseas community. This facility provides the setting for important scenario training that helps prepare AFP personnel for a variety of

unpredictable and sometimes dangerous situations.

### National Overview

To meet the need to keep air travellers safe, the AFP took on important new responsibilities for security at airports around the country. These responsibilities included implementation of the Counter Terrorism First Response capability at 11 airports, the establishment of Regional Rapid Deployment Teams and an expansion of the international responsibilities of the Air Security Officer program.

These initiatives promoted swift and well coordinated responses to security threats in the aviation industry.

The Joint Counter Terrorism Teams also moved to strengthen capacity for guarding against threats on the ground in Australia. As well as conducting strategic training exercises, these teams undertook operations that led to the arrest of two people in Australia for suspected links to terrorism.

With a key role to play in counter terrorism, the National Security Hotline received more than 6500 calls during the year, with more than 400 referred to the AFP for further examination. In addition, the AFP directed significant resources nationally



July 2004: To mark the first anniversary of the Regional Assistance Mission to the Solomon Islands, a monument was constructed in Honiara over the broken remains of thousands of weapons that were surrendered during that year. – AFP Museum Collection

and internationally to other functional streams, to improve methods for interdicting terrorism and other forms of transnational crime at the earliest possible stage.

Considerable investigative resources were devoted to combating fraud and money laundering, and the AFP jointly hosted meetings of the International Working Group on Terrorist Financing. The AFP also functioned as co-chair, with Japan on the Asia-Pacific Group on Money Laundering; a group which strengthens anti-money laundering standards throughout the region.

The 2004–05 period also marked the second full financial year of operation of the *Proceeds of Crime Act 2002*. During the year the regime became further integrated into the investigative process, with more than \$88 million restrained.

Through membership of initiatives such as the Opal Group (a group of law enforcement and government agencies developing strategies for tackling identity-based crimes) and the Identity Crime Taskforce in NSW, the AFP played a lead in the investigation and disruption of a number of sophisticated syndicates. These operations resulted in the seizure of large numbers of false passports and federal and state identity documents.

### Strategic Partnerships

As the 21st century progressed, an emerging theme was the importance of strategic partnerships to prevent and combat complex crime.

Leading the way, the Australian High Tech Crime Centre, hosted by the AFP, continued

to build partnerships with government agencies and the private sector.

The Centre hosts representatives from most state and territory police services, as well as personnel from Australian Government agencies and representatives from the major banks and credit card companies. Among its key operations in 2004–05 was Operation Auxin, the Australian arm of the US-led Operation Falcon, an investigation into online child sexual abuse. This resulted in the execution of 548 search warrants and more than 300 arrests or summonses in a nationally-coordinated law enforcement response.

In addition, the Centre joined law enforcement agencies from around the world to establish the Virtual Global Taskforce – a website working to help detect online child abuse and provide information and support to victims and their families. It also teamed up with Microsoft Australia in a strategic training partnership to improve the capacity of law enforcement agencies to bring increasingly sophisticated cyber criminals to justice.

Throughout the reporting year, the AFP was involved in a number of executive exchange programs with the business and financial sectors. These programs aimed to promote greater understanding of the



various challenges confronting different industries in preventing and reducing the impact of crime.

The importance of strong relationships between law enforcement and the community was particularly apparent at the local level. ACT Policing enjoyed another sound year operationally, working in partnership with the Canberra community to maintain the city's record as one of the safest in which to live. Significantly, community participation in Operation Halite led to further progress in reducing burglary and property-based crimes in the capital. Burglary offences were down 27 per cent on the previous year, and the number of motor vehicles reported stolen declined by almost one-third.

### Organisational Focus

This expanding and increasingly complex array of AFP responsibilities led to a revised approach in the provision of services during the reporting year. Among these was the completion of the integration with the AFP of members of the former APS and the introduction of a functional organisational structure to enhance the AFP's business approach.



14 November 2004: Australian Customs Service and AFP officers in Sydney seized a massive 820kg of MDMA tablets and powder, worth around \$200 million, in what at the time was the biggest ever single seizure of the drug to Australia. The shipment was concealed in a commercial oven. – *Courtesy of Australian Customs and Border Protection Service*

### A Successful Year

In terms of investigations, the number of cases reaching prosecution more than doubled on the previous year. A 97 per cent success rate was achieved where matters were proven in relation to at least one offender, significantly higher than the target rate of 90 per cent or more.

Client surveys, involving Commonwealth and state government agencies, as well as representatives from foreign embassies, also showed the AFP maintained a very high level of satisfaction with investigations, at 94 per cent.

Looking more closely at the performance



of specific functional streams, areas such as fraud, illicit drug investigations, counter-terrorism and protection services, all showed the AFP returning significant economic and social dividends to the community.

In relation to illicit drugs the AFP Drug Harm Index, which estimates the potential health and social savings from illicit drug seizures, calculated that AFP interdictions saved the Australian community just under \$668 million in the reporting year – a 56 per cent rise on the previous year.

Benchmarking studies for the period also showed that the AFP, in partnership with other Commonwealth and international

agencies, was responsible for the seizure of 67 per cent of the heroin seized in Australia, 91 per cent of cocaine, and 87 per cent of ATS, including MDMA.

In the reporting year, there was also strong evidence to show the correlation between AFP heroin seizures and a reduction in the availability of the drug on the streets.

Commissioner Keelty felt, when compared with seizure rates by agencies abroad, these figures placed the AFP at the forefront of international law enforcement efforts to combat illicit drugs.

On the Economics and Special Operations front, key performance indicators indicated that AFP economic investigations returned \$211 million in 2004-05 an increase of 25 per cent on the previous year. Along with this, a new measure developed with the assistance of the University of Queensland showed AFP counter-terrorism operations had been increasing at a steady rate since 2001.

The AFP also moved, during the reporting year, to keep building on its evaluation framework, investing \$1.5 million on a collaborative research project with the university sector to help measure the performance of the IDG.

The AFP covered a wide brief of activities in 2005–06. It dealt with significant counter-terrorism investigations, airport security, the arrest of high profile criminal identities and played a key role in the closure of the world's third-largest clandestine drug laboratory. Off shore, the AFP dealt with a massive outbreak of civil unrest in the Solomon Islands.

The AFP also dismantled major fraud syndicates, seized millions of dollars of proceeds of crime assets, and responded to the instability within the Asia-Pacific region.

Three explosions in Bali on 1 October 2005 resulted in 22 deaths, including four Australians. Drawing on the joint experience gained during the 2002 Bali bombings, within one hour of this tragedy the INP invited the AFP to participate in the investigation. The AFP provided 43 members to the INP investigation providing skills which included operations support forensics, disaster victim identification, bomb data, protection and security, and counter-terrorism intelligence.

### Regional Instability

The response to regional instability was



18 April 2006: Riots in Honiara in April 2006 led to the destruction of property, but no lives were lost due in part to the earlier police campaign that removed firearms from the community. –AFP Museum Collection

now being coordinated by IDG. It didn't take long for the IDG's abilities to be tested again following an outbreak of street protests in the Solomon Islands during April 2006 and Timor-Leste in June 2006.

Post-election violence erupted in the streets of Honiara on 17 April following the announcement of the results and Parliament's selection of a new prime minister. The protests that followed wrought destruction on many public buildings and injured 31 Australian police. Unlike the civil unrest that occurred prior to the arrival of the Regional Assistance Mission to the Solomon Islands (RAMSI) in 2003, no one died during this disturbance, due in part to the absence of firearms surrendered in the first wave of the mission.

Similarly, Timor-Leste experienced major incidents of public disorder during June

2006, following a general uprising that resulted in widespread destruction of property and loss of life. Working to the Australian Defence Force, the AFP assisted in re-establishing security.

### Significant Drug Seizures

The AFP and partner agencies prevented more than 1 tonne of illicit drugs reaching Australian streets during 2005–06. The level of heroin supply remained reduced while demand for MDMA and other ATS, and their precursors, continued to be strong. Working in partnership with other Australian and international agencies, the AFP focused on reducing organised crime's capacity to meet this demand. These actions included seizing a single import of more than 350kg of MDMA, dismantling one of the largest clandestine laboratories detected in Australia, assisting

in the closure of an overseas super-laboratory, and dismantling one of the largest precursor smuggling syndicates to target Australia.

### Airport Security Review

In 2005 the Australian Government commissioned Sir John Wheeler to undertake the Review of Airport Security and Policing. From the AFP's perspective, key recommendations arising from the review included the establishment of a Unified Policing Model (UPM) at Australia's 11 Counter Terrorist First Response (CTFR) designated airports.

In 2005–06, the AFP continued to take the fight against crime affecting Australia offshore, focusing sharply on reducing the range of transnational crimes by developing sound relationships with overseas law-enforcement agencies signing a number of agreements with law enforcement agencies in Indonesia, Thailand, Cambodia, Singapore, the People's Republic of China, Japan and South Korea. Of particular note was the AFP becoming the first Western law enforcement agency to sign a memorandum of understanding with the Vietnamese Police.



### Jakarta Centre for Law Enforcement Cooperation

The AFP's involvement in the Jakarta Centre for Law Enforcement Cooperation (JCLEC) strengthened in 2005–06. The year's major event, the Terrorism Prevention-Law Enforcement Information Sharing workshop, involved 23 jurisdictions from Asia, South-East Asia, the United States, the Pacific and Europe. In addition to training, a number of bilateral arrangements proved beneficial in developing the capacity of the region and to counter transnational crime.

The AFP-AusAID funded Transnational Crime Coordination Centre and the Jakarta Operations Centre are also located in Jakarta. The Jakarta Operations Centre has assisted INP in tracking, locating, and in many cases arresting key suspects with terrorist network links. In the Philippines, the AFP again joined with AusAID to fund a Counter Terrorism Capacity Building Project. During 2005–06, this project reached a major milestone with the official opening of the Philippines Bomb Data Centre. Indonesia, the Philippines, Singapore and Thailand received similar projects.

### Australian High Tech Crime Centre

In Australia, the High Tech Crime Centre



23 June 2005: Prime Minister John Howard, Minister for Justice and Customs Senator Chris Ellison and Commissioner Mick Keelty chat during a tour of IDG's International Village after the Prime Minister declared it officially open. – AFP Museum Collection



(AHTCC) established wide-ranging partnerships with law enforcement, government agencies, industry groups and private organisations. Collaboration between Commonwealth, state and international agencies achieved significant results in investigations and intelligence operations including electronic commerce fraud; computer intrusions, creation and distribution of computer viruses, and threats against Australia's critical national information infrastructure.

Recognition by the Australian Government of the significance of the impact of child sexual exploitation led to the establishment of the Online Child Sexual Exploitation Team (OCSET) in March 2005. OCSET is the operational arm for the delivery of Commonwealth policy on combating online child sexual exploitation, and works in partnership with state, territory and overseas agencies. Success in this area was instantaneous with several arrests made and 21,781 child pornography images and 416 movies located.

### Counter-Terrorism Activities

Operation Pendennis was a major investigation, drawing on the resources of the AFP, Victoria Police, NSW Police, the NSW Crime Commission and ASIO, resulting in 22 arrests. Similarly, Joint Counter Terrorist Teams provided assistance



to Queensland and NSW Police in the investigation into alleged terrorist activities in both states.

### Identity Crime

Responding to the growth and wide-scale impact of identity crime the AFP hosted the Identity Crime Task Force in NSW. This involved broad collaboration with a number of law enforcement and government agencies and the investigation of serious and organised identity crime-related offences in NSW.

The ability of this task force to conduct investigations and disrupt criminal syndicates brought down one of the largest fraud syndicates in Australia. In April and May 2006, 13 offenders were arrested.

### Major Frauds

Investigations into a major fraud committed against the Commonwealth Superannuation Scheme (CSS) resulted in six people being charged. This investigation identified approximately \$150 million had been fraudulently transferred by an Australian accounting firm to four overseas bank accounts held in Greece, Switzerland and Hong Kong.

Information gathered during another investigation and data obtained from



8 November 2005: As a result of a joint investigations under Operation Pendennis, 17 people were arrested in Melbourne and Sydney. It was alleged in court that after months of discussion the individuals arrested had reached a point of action which included the purchase of potentially dangerous materials. – AFP Museum Collection



29 May 2006: At the request of the Timor-Leste Government, a team of 45 AFP members deployed to Timor-Leste in support of the Australian Defence Force led effort to stabilise the country. – AFP Museum Collection

the Australian Transactions Reports and Analysis Centre, showed that \$300 million in Commonwealth tax revenue was at risk through the participation of Australians in offshore structures designed to avoid or evade tax. This information led to the largest ever joint investigation between the ACC, the AFP, the ATO and the CDDP. In June 2005, search warrants were executed at 48 sites in four states, with another 37 sites visited using the ATO's access powers to combat what was assessed to be a significant threat to the integrity of the Australian taxation system.

### Measuring the AFP's Performance

A comprehensive return-on-investment study of illicit drug investigations was conducted during 2005–06. It indicated that from 2000 to 2005 the estimated overall return to the community from illicit drug investigations was \$5.80 for every dollar invested. The study concluded that the investment return from joint investigations were even greater with the joint AFP–Customs investigations returning \$6.00, and investigations where Intelligence and the International Network contributed providing returns of \$7.90 and \$8.80 respectively for each dollar invested. The same study confirmed that drug investigations returned \$9.20 for each dollar invested.



## YEAR IN REVIEW

# 2006–07

While the AFP achieved some of its best operational results during 2006–07, the inherent dangers associated with a police career were emphasised with the deaths of Federal Agent Mark Scott and Commander Brice Steele in the March 2007 air crash in Yogyakarta while travelling as part of the lead party for a Ministerial visit to Indonesia.

The deaths of these two officers was a massive blow to the AFP as was the death of the Assistant Commissioner Audrey Fagan, while on leave, just over a month later.

Tributes for all three officers were received from all parts of the globe in support of their grieving families. Each officer's funeral was attended by senior politicians, civic leaders and hundreds of work colleagues.

### The Work Continues

The major drug investigations for the year involved attempted importations of ATS and precursor chemicals. Cocaine seizures were significantly above those of heroin during 2006–07. The combined estimated damage that these drugs would have wrought on Australian society, had they managed to get to drug users, expressed as the Drug Harm Index



29 September 2006: More than 700 police from all Australian jurisdictions gathered in Canberra to attend the Dedication of the National Police Memorial. The march to the Memorial began at Old Parliament House. – AFP Museum Collection

was \$621.2 million compared with \$165 million for 2005–06.

### Internet Child Pornography

The potential for the Internet as a conduit for the distribution of child pornography also continued. In February 2007, the AFP's Online Child Sexual Exploitation Team, in partnership with state and territory law enforcement, took part in a world-wide investigation which was initiated in the United States. The investigation resulted in computer equipment containing more than a million child pornography images being seized and nine arrests in four Australian jurisdictions.

### Counter-Terrorism Efforts

The AFP's counter-terrorism efforts

continued during the year. The combined efforts of the AFP and its partner agencies resulted in 13 men in Sydney and nine in Melbourne being committed for trial on terrorism-related charges.

During the year, Australia's first control order was issued. On 28 August 2006, following the quashing of his convictions for receiving funds from a terrorist organisation and possessing a falsified passport, Joseph T. Thomas became the first person to be issued with a control order under the *Australian Anti-Terrorism Act 2005*.

On 21 December 2007 a control order was issued against David Hicks to ensure that he was monitored after his release from Yatala Labour Prison in Adelaide.

Hicks had spent six years at Guantanamo Bay after his capture in Afghanistan in 2001 suspected of being involved in terrorist activities. Under a pre-trial agreement Hicks was returned to Australia to serve all but nine months of a seven-year sentence imposed by a United States Military Commission sentence.

In another case, Sydney architect Faheem Lodhi was convicted on 19 June 2006 and sentenced to 20 years in prison after being found guilty of possessing items connected with the preparation for a terrorist act. Lodhi was arrested by the AFP in 2004 for offences including planning an attack on the Sydney electrical grid.

### Protection

Aside from Protection portfolio's routine

responsibilities of providing protection to high-office holders and Commonwealth property, much of the year's efforts were directed towards providing support to security measures for Asia Pacific Economic Cooperation (APEC) regional meetings and preparing for the APEC Leader's Week in Sydney during the first week of September 2007.

### Aviation Security

The 2005 Wheeler Review recommended the establishment of a single police command structure at Australian airports, subsequently, the AFP was tasked with creating the Unified Policing Model (UPM) to create a permanent community policing presence at Australia's 11 major airports. By the end of 2006–07, the AFP had achieved fully staffed airports in Adelaide, Hobart and Melbourne.

### ACT Policing

In 2006–07, total offences against the person, sexual offences, offences against property and theft (excluding motor vehicle theft), were at their lowest point in five years. Clear-up rates in 2006–07 for many crime-types, including sexual offences, burglary, theft (excluding motor vehicle theft) and property damage were all at their highest levels in five years.



The Wheeler Review recommended the establishment of a single police command structure at Australian airports. – AFP Museum Collection

### Policing Internationally

With the incursion of Israeli forces into Lebanon to secure the release of two Israeli soldiers and to stop continued Hezbollah rocket attacks on northern Israeli cities, more than 5000 Australian citizens caught up in the rolling conflict were assisted by AFP liaison officers stationed in the Mediterranean to evacuate the troubled area.

Also in the Mediterranean, AFP liaison officers working with Greek authorities were instrumental in the arrest of alleged Melbourne crime boss Tony Mokbel who absconded in March 2006 while on bail for charges relating to the alleged importation to Australia of almost 3kg of cocaine from Mexico in 2000.

Internationally, the AFP was a leading law enforcement agency in efforts to combat sexual offences against children.

Through its International Network, the AFP contributed significantly to child-sex offence investigations.

Australia became a signatory of a number MoUs with countries in Asia, the Pacific and South America to facilitate efforts to combat child-sex offences. Through these MoUs, international cooperation, information exchange and capacity-building programs enhanced efforts to identify and investigate those involved in the sexual exploitation of children.

The AFP signed MoUs with the Metropolitan Police Service and other law enforcement agencies in the UK to promote closer working relationships and strengthen the transnational response to terrorism and fighting crime.

In November 2006, the AFP signed an MoU with the Royal Thai Police (RTP). Also

signed were the Exchange of Letters for the development of the RTP Transnational Crime Network (TCN) Project and the establishment and development of the RTP Bomb Data Centre.

The AFP increased its affiliation with significant international law enforcement organisations during the year. In February 2007, an operational agreement was signed with Europol, the European Union's law enforcement body. Also during 2006–07, AFP officers served in Cyprus and Sudan as well as Cambodia, Nauru, Vanuatu and Tonga.

In response to the November 2006 riots in Tonga's capital, Nuku'alofa, the AFP, with support of the Australian Defence Force (ADF) and New Zealand Police, responded to assist the Tonga Police Force restore public order and investigate criminal activity.

With RAMSI now in its fourth year, Commissioner Keelty asserted that Solomon Islanders were now living in a safer and more stable society than was thought possible only a few years previous. In tandem with community relationships building there was an ongoing program of capacity building to enhance the skills of the Solomon Islands Police. Similarly, the AFP was on a five-year mission to improve



the capabilities of the Vanuatu Police Force through assistance with police officer training.

The AFP's commitment to the Pacific also included providing key personnel to serve with local police forces. Until late 2006, both the Solomon Island Police and the Fiji Police were headed by commissioners who had been AFP senior officers before their appointment to those Pacific nations.

The difficulties of policing in a political space was the subject of an address Commissioner Keelty gave at the National Press Club in October 2006. The concerns he expressed in that speech were reinforced not long after with the ousting of Commissioner Shane Castles from the Solomon Islands and Commissioner Andy Hughes from Fiji following local agitation.

### Financial Performance

The AFP underwent significant growth during the previous five years with its revenue base increasing from \$409 million in 2001–02 to just under \$1.1 billion for 2006–07. Most funding growth occurred in national security efforts and the AFP's International Deployment Group. The \$1.1 billion operating revenue budget for 2006–07 comprised \$889 million in government appropriation, \$98 million



14 March 2007: The AFP coordinated the Repatriation Ceremony for five Australians among the 22 passengers killed in an air crash at Yogyakarta Airport on 7 March of 2007. AFP members Commander Brice Steele and Sergeant Mark Scott were among those killed. – AFP Museum Collection



27 April 2007: A Police Funeral with full Honours marked the sudden passing of ACT Chief Police Officer Audrey Fagan who was found deceased in a Queensland holiday resort in April of 2007. – AFP Museum Collection

from the ACT Government for ACT Policing, and \$104 million in other externally generated revenue which includes protective service charges and criminal records checking.

### Business satisfaction

A survey of AFP clients, stakeholders and partners had been undertaken annually since 1999–2000. In 2006–07 survey was renamed from Client Satisfaction to Business Satisfaction in order to better reflect the relationship between the AFP and survey participants. Overall satisfaction with the AFP increased from 76 per cent in the previous year to 80 per cent.

### The National Police Memorial

The high level of liaison and cooperation that exists between Australia's federal, state and territory law enforcement agencies, was not limited to its operational activities. This relationship was clearly evidenced by the dedication ceremony for the National Police Memorial in September 2006.

The memorial, which was a result of the combined long-term efforts of all Australian police jurisdictions, was dedicated to the memory of those police officers who were killed or who had died on duty. The dedication of the memorial took place in the presence of Prime Minister John Howard and more than 700 police officers from all jurisdictions, and an audience of around 2000 invited guests.

### Dedication Ceremony

The Dedication of the National Police Memorial on the evening of 29 September 2006 saw thousands of relatives, friends and colleagues of police officers killed on duty gather on the northern shore of Canberra's Lake Burley Griffin to mark the event.

The need for a National Police Memorial was identified in 2001 by the Australian Police Ministers' Council and was achieved with the cooperation of all police jurisdictions, police associations and the National Capital Planning Authority. The Memorial was officially dedicated by Prime Minister John Howard in the presence of all Australian Police Commissioners following a parade of 700 police representing each State and Territory.

Located in Kings Park and adjacent to the Carillon bell tower, the Memorial was designed by Brisbane architects Fairweather Proberts with assistance from Urban Art Projects and carries the names of Australian police from all jurisdictions who have given their lives in service to the community since Australia's colonial days.



29 September 2006: In a parade more than 1km long, officers from all Australian jurisdictions marched from Old Parliament House to the location of the newly constructed National Police Memorial to attend the first evening Dedication Ceremony. –AFP Museum Collection





## YEAR IN REVIEW

# 2007–08

Reporting to Bob Debus the new Minister for Home Affairs, Commissioner Keelty was able to assert that after five years of substantial growth, 2007–08 was also a year of consolidation.

The AFP's strategic plan had been reviewed to tackle 21st-century crime and structural change to better position the AFP to deal with an array of challenges.

The year started with the largest to date drug investigation undertaken by the AFP after a world record seizure of 4.4 tonnes of MDMA (ecstasy) on 30 June 2007. This investigation, Operation Inca, unfolded over 12 months, drawing on a substantial resource investment to see it through to a successful conclusion. The syndicate alleged to be responsible for this importation was also alleged to have been responsible for the importation of 150kg of cocaine. It was further alleged that the syndicate was involved in a conspiracy to import 6 tonnes of precursor chemicals used in the manufacture of amphetamines.

Commissioner Keelty said: "Our partnerships with domestic and international agencies, particularly with Customs, produced a number of large-volume drug seizures and the successful



April 2008: AFP members earned world-wide praise for the security operation that provided a successful celebration of the Beijing Olympics Torch Relay leg that travelled through Canberra in relative peace. The relay had been the focus of a myriad of violent protests during legs of the relay in other countries. – *AFP Museum Collection*

dismantling of a number of international drug syndicates."

Other major drug investigations for the year included Operation Girra, which involved 250kg of cocaine from South-East Asia; Operation Camino, which involved 124kg of cocaine, 66kg of methamphetamines, and 121kg of MDMA from Canada. Operation Octans was an operation where, in collaboration with authorities from the Netherlands, Thailand, Pakistan, Portugal and the United Kingdom, 15 arrests were made internationally for serious drug offences, which included the arrest of a senior investigator with the NSW Crime Commission.

Commissioner Keelty cited these results as evidence of the success of the AFP's

proactive strategy in taking the fight against transnational crime offshore by disrupting it before it impacts on Australia.

"We are proud of our efforts in reducing the supply of drugs to the community, with Australia leading the world in MDMA seizures, and in the five years to June 2008, the AFP and its partners saved the Australian community approximately \$4.5 billion in drug related harm, as measured by the Drug Harm Index, through disruption of illicit drug importations into our country," Commissioner Keelty said.

With the increasing use of ATS in Australia additional funding was provided to the AFP under the Government's ATS package allowing the AFP to specifically target ATS investigations in Australia and offshore,

particularly in Asia. As part of this program, the AFP opened a second liaison office in China, in Guangdong province, identified as a strategic location from which to combat the trade in precursor chemicals used to produce ATS and plans were in train to establish an AFP office in Laos, a major transshipment point for ATS in Asia.

Fraud offences continued to be increasingly organised, sophisticated, and transnational in nature with new fraud schemes constantly emerging using electronic and Internet media.

Project Wickenby, Australia's largest series of tax fraud investigations, led by the ATO, continued into its third year, and remained one of the more resource-intensive operations undertaken by the AFP's Economic and Special Operations (ESO) function. Critical to the success of Project Wickenby were the partnerships with the ATO, the ACC, ASOC, and the CDPP. The AFP's part in Project Wickenby over the financial year resulted in several prosecutions and \$54.6 million in alleged proceeds of crime being restrained.

### National Security

The AFP's efforts to counter and prevent terrorism threats to Australia and its interests was a focal point during 2007–08.



In addition to disrupting threats of this nature, the AFP made significant progress in enhancing the capability of regional counterparts to combat terrorism.

In Australia, a National Community Engagement Strategy was devised based on the success of the AFP's Islamic Liaison Team in Melbourne which created a liaison goodwill link with the local Islamic community. To repeat the success, teams were established in Sydney, Brisbane and Perth to improve understanding about the role of the AFP in the community, identify community needs and vulnerabilities, and engage with those people at risk of radicalisation.

Counter-terrorism investigations undertaken during the year included Operation Ridgescrop–Norway, which investigated the theft and sale of military weapons and Operation Skipsea, which investigated terrorism offences in suburban Brisbane.

Operation Rain investigated possible Australian links to the attempted terrorist attacks in London and the fire-bomb attack on Glasgow Airport in June 2007. Circumstances surrounding the bombing led to the 2 July arrest of an Indian physician, Dr Mohamed Haneef, at Brisbane Airport. Dr Haneef was interviewed over a 12-day period and charged with supporting



2 October 2008: ACT Minister for Police and Emergency Services, Simon Corbell and acting Chief Police Officer Leanne Close unveil the plans for the new Belconnen Police Station. – AFP Museum Collection

a terrorism organisation. A fortnight later, the charges were dropped leading Commissioner Keelty to commission a high-level review to examine the interoperability between the AFP and its national security partner agencies, primarily ASIO and the CDPP.

Headed by the former Chief Justice of NSW, Sir Laurence Street, the review was released in February 2008. It recommended improvements in operational decision-making processes, information sharing, joint taskforce arrangements, and training and education in terrorism investigations.

Operation Rain was also the subject of a Government inquiry and on 13 March 2008, the Commonwealth Attorney-General Robert McClelland announced former NSW Supreme Court Justice, John Clarke would chair an inquiry into the

“arrest, detention, charging, prosecution and release,” of Dr Haneef. Clarke’s report was released on 23 December 2008 and among its findings said the actions taken by agencies since the investigation to identify what went wrong, and to implement safeguards to stop it happening again, gave him confidence that a similar situation would not recur.

In response to the report the AFP issued a media release saying: ‘The AFP agrees with the description given by the Attorney General that the Clarke report is “balanced, thorough and constructive” as well as considering it to be a comprehensive account of the events and circumstances of this particular investigation.’

The AFP then appointed a senior advisory team to review and implement all recommendations outlined in the report.

### International Focus

The AFP’s International Network was instrumental in negotiating a number of key new partnership arrangements during the reporting year, elevating AFP relationships with international partner agencies to new levels. These included an agreement between Australia and Europol ratified in September 2007, which enhanced the exchange of information to assist in the fight against transnational crime.

The AFP was elevated to the status of a dialogue partner in the Association of South-East Asian Nations Chiefs of Police (ASEANAPOL) forum, a high-level forum promoting close cooperation among policing agencies in the region with the first dialogue partner representation at the 28th ASEANAPOL conference in Brunei in May 2008.

### International Deployment Group

On the operational front, the AFP’s International Deployment Group (IDG) continued its missions in Timor-Leste and the Solomon Islands. In addition to contributing to the development and maintenance of law and order, specialist tactical staff were deployed to Timor-Leste following assassination attempts

on President Ramos-Horta and Prime Minister Gusmao in February 2008.

Further abroad, four senior AFP officers were deployed to Afghanistan in support of rule-of-law efforts and the AFP also maintained its commitment to the United Nations Mission in Sudan.

Within Australia, the IDG provided personnel to Operation Themis, the Northern Territory Police-led response to assist remote indigenous communities in the territory with law and order issues.

### Asia-Pacific Economic Cooperation

Aviation and Protection provided support to the Asia-Pacific Economic Cooperation (APEC) taskforce and NSW Police for the APEC Leaders Meeting in Sydney to their core duties. Close Personal Protection and facilitation through airports was provided to 20 visiting leaders. In another major security operation, the AFP's ACT Policing arm also led the national security response for the highly successful Australian leg of the Olympic Torch Relay in Canberra in April 2008.

### Innovation and Renewal

In November 2007 the AFP hosted the *International Policing Toward 2020* conference in Canberra. Senior



2-9 September 2007: APEC Leaders Week in Sydney drew large numbers of protestors. The AFP provided officers to supplement NSW Police in crowd control and took the lead on a number of specified security situations. – AFP Museum Collection

law enforcement officials, academics and government delegates from 31 countries attended, representing 70 agencies. The conference explored the influences that will shape crime and law enforcement through to the year 2020, such as 'weak states', climate change, mass migration, and the growth of science and technology.

### The AFP Expands

In July 2007, the AFP opened the Australian Chemical Biological Radiological Nuclear Data Centre at the Weston complex in Canberra. The centre provides technical intelligence on the illegal use of chemical, biological, radiological, nuclear materials, and developing an evidence-recovery and triage laboratory facility to analyse biological and chemical substances.

### Corporate Developments

A second Deputy Commissioner position was created to help lead the AFP in meeting its expanding roles and responsibilities as the nation's primary law enforcement agency. Assistant Commissioner Tony Negus was appointed Deputy Commissioner Operations, assuming responsibility for the Border and International, Economic and Special Operations, International Deployment Group, and Forensic and Data Centres functions.

Deputy Commissioner John Lawler took on the newly formed Deputy Commissioner National Security role, with responsibility for Intelligence, Counter Terrorism, Protection, and Aviation. In September 2007 Assistant Commissioner Michael Phelan was appointed as the new Chief Police

Officer for the ACT and Andrew Wood was appointed Chief Operating Officer in November 2007.

The creation of High Tech Crime Operations (HTCO) absorbed a number of existing AFP functions including the former Australian High Tech Crime Centre, the Online Child Sex Exploitation teams, the Cyber Safety teams and Child Sex Tourism teams. HTCO within a short time forged strong relationships with the private sector particularly in the realm of online protection and policing including Google and MySpace and the secondment of an AFP member to Microsoft in Seattle.

### Accommodation

The Edmund Barton Building (EBB) in the Parliamentary precinct of Canberra was identified as the preferred option for a permanent national headquarters, providing capacity for more than 2000 staff and consolidating the six accommodation sites currently occupied across Canberra. This option superseded previous plans to relocate to Anzac Park West. The rapid expansion of the AFP's staffing numbers meant it had outgrown that site.

On the budgetary front, the AFP budget levelled off during 2007–08 following six years of significant growth over which time revenue more than doubled to over \$1.2 billion for the 2007–08 year. The Minister for Finance and Deregulation approved a \$43 million operating deficit for the 2007–08 financial year and the AFP finished the year with a reported deficit of \$43.5 million.



In the 2008–09 annual report, Commissioner Mick Keelty pointed out to Minister O'Connor that having arrived at its 30th anniversary, much had changed since the organisation's inception in 1979 including a raft of new responsibilities in areas such as regional capacity building and crime prevention.

"These activities complement the organisation's core business of investigating crimes against the Commonwealth and the national interest," Commissioner Keelty said.

"The breadth of activities now undertaken by the AFP highlights the complex operational environment facing police, and the fact that many criminal activities are now transnational in nature and often difficult to prosecute. As a result we have worked hard to build strong relationships with our regional law enforcement partners and to better integrate our domestic and international operations.

"Our approach is helping to create more effective policing in areas such as people-smuggling, counter-terrorism, cybercrime and illegal drug importation," he said.



13 July 2008: The discovery of pseudoephedrine tablets concealed inside decorative furniture led to the arrest of three people. – *Courtesy of Australian Customs and Border Protection*

The AFP achieved a number of significant operational successes during the year, including: 44 people charged with people-smuggling offences; a single operation stopping more than 14 tonnes of drugs with an estimated value of \$3 billion reaching the streets; more than 150 people charged with downloading images of child sexual abuse during two high-tech crime operations; and nine men convicted over their plans to commit an act of terrorism on Australian soil.

National Security remained a key driver for the AFP, but Commissioner Keelty realised that the focus in the coming years would be shaped by outcomes of several key policy reviews including the Federal

Government's response to the Clarke Inquiry, which was drawing to a close.

He said, "Our future operations will also be shaped by the findings of a Federal Audit of Police Capabilities, which will help to determine where efficiencies can be made within the organisation. We are looking forward to a period of consolidation, which will ensure the AFP is well placed to meet any new challenges appearing on the law enforcement horizon."

#### International Focus

During 2008–09, the AFP enhanced its relationships with overseas partners like the INP. A number of emerging crime issues and the diversification of our

relationships with international partner agencies contributed to deepening levels of international cooperation and greater operational success across a number of areas including people smuggling.

Commissioner Keelty said: "People smuggling is an emerging problem for governments across the region, with a growing number of people looking for refuge in South East Asia."

Since September 2008, there was a surge in the number of boats carrying asylum seekers entering Australian waters and in partnership with Indonesian authorities, the AFP arrested 18 people suspected of organising or facilitating illegal boat entries into Australia. Twenty-six crew members were also charged with people-smuggling offences, and more than 800 people suspected of trying to reach Australia illegally were detained.

Human trafficking also surfaced as a major concern for Australia and the surrounding region.

In Australia, a woman convicted on five slavery charges was sentenced to 10 years in prison. Two men were sentenced to 12 and 11 years in prison for slavery offences in relation to a different matter, and another



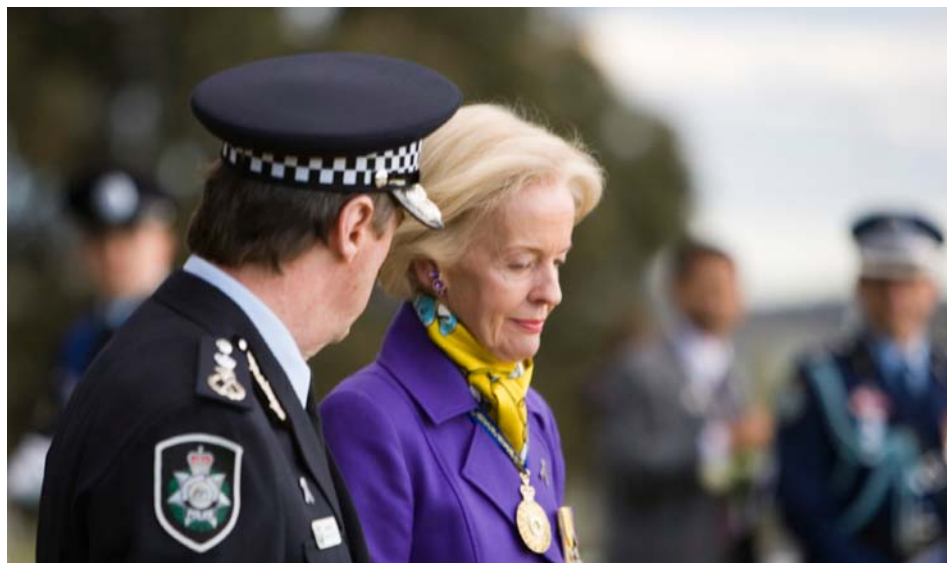
man was sentenced to five years in prison for a range of offences including people trafficking and dealing in proceeds of crime.

The AFP held a workshop in Cambodia for law enforcement professionals to help prevent incidents of Child Sex Tourism. Significantly, during 2008-09, two US citizens and an Australian were sentenced to prison for committing child sex offences in Cambodia and the Cambodian mother of a 14-year-old victim was also charged.

Efforts to protect children from sexual abuse also resulted in the arrest of more than 150 people during the year. Several operations led by the AFP's High Tech Crime Operations area were the result of combined investigations carried out by law enforcement agencies across the world.

Operation Centurion was the result of a referral by Croatian police via Interpol, and led to the arrest of 138 Australians. Another 22 Australians were arrested during Operation Resistance, which originated with a referral from Brazilian authorities. The operation resulted in the seizure of more than 15,000 videos and 500,000 images of child abuse material.

The mutual benefits of joint-training



29 September 2008: Her Excellency the Governor-General Quentin Bryce attended the National Police Remembrance Day Ceremony at the National Police Memorial Kings Park, Canberra. – AFP Museum Collection

initiatives with allied agencies was demonstrated when the INP sent its Disaster Victim Identification Team to Australia to help in the aftermath of Victoria's Black Saturday bushfires. The INP members participated in all phases of the victim identification process during their secondment to Australia.

Under the auspices of the Australian and Papua New Guinean governments, the AFP deployed officers to PNG under a police-to-police partnership to identify the long-term development needs of the Royal Papua New Guinea Constabulary (RPNGC) and design a long-term development framework for the RPNGC across a range of areas.

The AFP continued to assist other nations through the activities of IDG which neared

its approved strength of 1200 personnel. In addition to the members deployed to PNG, the AFP also sent members to Tonga (May 2008) and increased its presence in Afghanistan.

These commitments stood along side continued major deployments as part of the Regional Assistance Mission to the Solomon Islands (RAMSI) and the Timor-Leste Police Development Program.

### **Border Protection**

In August 2008, Operation Inca moved to its resolution phase. Ultimately, this operation prevented more than 14 tonnes of drugs with an estimated value of \$3 billion from getting onto the streets. The investigation also resulted in the world's largest seizure of MDMA (ecstasy), after

Customs identified 4.4 tonnes (almost 15 million pills) of the drug in a shipping container. Thirty-eight people were arrested and nearly 90 charges were laid.

Australia's success in stopping drug importations such as this was recognised by the United Nations Office on Drugs and Crime, which this year identified Australia as leading the world in seizures of MDMA – currently accounting for more than a quarter of all global seizures. Unfortunately, Australia is also a major consumer of the drug, with 22 per cent of people between 20 and 29 admitting to using ecstasy at some point.

During the year the Joint Asian Crime Group, comprised of officers from a range of agencies including the AFP, ACC, Customs, and NSW Police, successfully dismantled a highly organised drug manufacturing syndicate. During the investigation, \$500,000 in cash was seized and the manufacture of \$25 million of methylamphetamine (ice) prevented.

One of the AFP's roles is to help its law enforcement partners in South-East Asia investigate and dismantle clandestine drug laboratories. A major success was the

destruction of 35 tonnes of Safrole-rich oil in Cambodia in June 2008. The oil is a precursor chemical for the manufacture of MDMA.

The AFP was also involved in other major drug investigations, including the seizure of 192kg of pseudoephedrine in Thailand, the disruption of an international drug syndicate that resulted in three Mexican nationals charged with attempting to import into Australia more than 64kg of cocaine, and the seizure of 46kg of cocaine arriving in Australia from Canada.

### **Economic and Special Operations**

During 2008-09, the Economic and Special Operations function of the AFP investigated money laundering, identity crimes and fraud with significant success. Investigations are centred on attacking the financial base of transnational criminal syndicates, in anticipation of an increase in this crime type as a result of the global financial crisis.

During the year, the AFP was involved in several investigations with its partner agencies. A continuing investigation into a Sydney-based, Asian-organised crime syndicate identified fraudulent activity worth up to \$5 million per month.

In Queensland, the Asset Forfeiture Team

obtained restraining orders for more than \$4 million, including \$1 million in cash, from drug trafficking and money laundering matters. The team also obtained monies believed to be derived from a significant fraud committed in mainland China and transferred to Australia. Assets were also seized in Hong Kong and Vanuatu after investigations into a diesel fuel excise fraud worth more than \$3 million.

The AFP continued working with the ATO and other partner agencies to investigate taxation fraud as part of Project Wickenby. After a referral from the ATO, the AFP helped to shut down a large scale transnational fraud and money laundering operation thought to involve around \$100 million. Another related investigation was estimated to involve around \$12 million. The resolution phase of these investigations involved authorities in Vanuatu and New Zealand, with the AFP providing extensive assistance to Vanuatu Police upon request. In all, 31 people were charged with money laundering and fraud offences.

### **National Security**

In December 2008, Prime Minister Kevin Rudd tabled the inaugural National Security Statement (NSS), which helped to shape the AFP's response towards issues including terrorism, organised crime and climate change.

During 2008-09, several recommendations from the Clarke Inquiry and Street Review were adopted by the AFP to address issues in relation to the AFP's operational decision-making processes, joint taskforce arrangements, information sharing, training and education.

By 30 June 2009, the AFP and the Australian Security and Intelligence Organisation (ASIO) had an integrated and coordinated training regime which included staff exchanges at an executive level and practical guide for the conduct and management of major counter-terrorism operations was. The AFP also appointed interview coordinators who had undertaken specific training, and were responsible for supervising the preparation of interview plans, as well as coordinating witness and suspect interviews.

During this time, AFP was also in the process of implementing the Spectrum

Program, a \$109 million change program which will significantly enhance AFP systems and processes and provide the potential to improve international and cross-jurisdictional activities.

During 2008-09, participants from outside the South-East Asian region attended courses at Jakarta Centre for Law Enforcement Cooperation for the first time, with members from police agencies in Pakistan and Lebanon taking part. More than 5,000 members of various law enforcement agencies have now attended courses in areas such as Islamic law and politics, security risk management and disaster victim identification.

During the year, the AFP provided support to the whole-of-government response to November 2008 terrorist attacks in Mumbai, and also offered forensic, technical and investigative assistance to Pakistani authorities following a terrorist attack in Lahore in March 2009.

Domestically, court matters in relation to Operation Pendennis were finalised when nine men were convicted on terrorism offences. The court found that the group was planning an explosives attack targeting iconic mass-gathering sporting events in Australia. A separate investigation led to the conviction of another man

for compiling and publishing a terrorism manual on the Internet.

The AFP's national security role also encompasses the provision of a policing presence at 11 major airports in Australia. A review of the Unified Policing Model (UPM) was undertaken in the latter half of 2008, which resulted in the Council of Australian Governments re-affirming its commitment to the model. During 2008–09, a further 55 staff members were deployed to airports serviced by the UPM.

More than 38,800 cases were reported to officers working at the 11 airports, both criminal and non-criminal in nature. The AFP's response to these matters, and our other activities within the relevant airports resulted in a client satisfaction rating of 89 per cent.

On 22 March 2009, a man was killed during an incident at Terminal 3 of Sydney Airport. As a result, the then Minister of Home Affairs Bob Debus commissioned an independent review of the AFP's response to the incident. The Wilkins Review concluded that the AFP responded in timely manner in accordance with existing standards, procedures and protocols. The report recommended a number of actions, which were accepted by the AFP and fully implemented by June 30, 2009.



7 September 2009: Acting Chief Justice of the Federal Court Jeffrey Spender officiates at the swearing in ceremony for Commissioner Tony Negus in the presence of Prime Minister Kevin Rudd. – AFP Museum Collection

### Business Outlook

The global financial downturn resulted in the AFP looking for efficiencies in line with Government policy.

Commissioner Keelty said: "In 2009–10 the AFP will respond to a tighter fiscal environment through the finalisation of the One-AFP-One-Corporate project. This initiative implements the recommendations from several reviews, and will help to deliver a more efficient corporate capability. The project will also help to refine and clarify functional control of corporate services within the AFP, to remove duplication of corporate effort.

During 2008-09, the AFP was involved in the Federal Audit of Police Capabilities,

which arose as the result of a 2007 election commitment. The audit looked at the effectiveness of the AFP's operating arrangements, gaps and overlaps in capabilities and the opportunities for improvement and rationalisation in the AFP's strategic, operational and corporate capabilities. It examines the AFP's ability to provide such capabilities over the next five years, and was submitted to the Federal Government on 30 June 2009.

The Audit was part of a five-point plan, which also included the establishment of a national crime database, a federal retention and recruitment program, and boosting staff numbers by 500 members over five years.

### Commissioner Keelty's Departure

In May 2009 Commissioner Mick Keelty made it public that he would be leaving the AFP on 2 September 2009:

"My departure in September will coincide with 35 years as a police officer, and I consider it an enormous privilege to have led the AFP through such a watershed period in its history. The organisation has grown and changed markedly since I became Commissioner nine years ago, cementing its place within the international law enforcement community."

Commissioner Keelty ended his final annual report to Minister O'Connor with the words: "My departure also comes as the AFP celebrates its 30th anniversary, and I remain proud of the work of our members and their achievements in protecting the Commonwealth and Australia's national interests."

Tony Negus, a career AFP officer and former Deputy Commissioner, was sworn in as the sixth AFP Commissioner on 7 September 2009.



## Chapter 6: Time Line of Events

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# 1979–2009



## AFP TIME LINE

# 1979

### 15 June 1979

- The *Australian Federal Police Act 1979* was passed and received Royal Assent. While this legislation recognised the two distinct functions of general policing and guarding, it asserted that there would be benefits in maintaining them in a close relationship.

### 11 September 1979

- Sir Colin Woods, formerly Her Majesty's Chief Inspector of Constabulary for England and Wales, was sworn in as the first AFP Commissioner.

### 19 October 1979

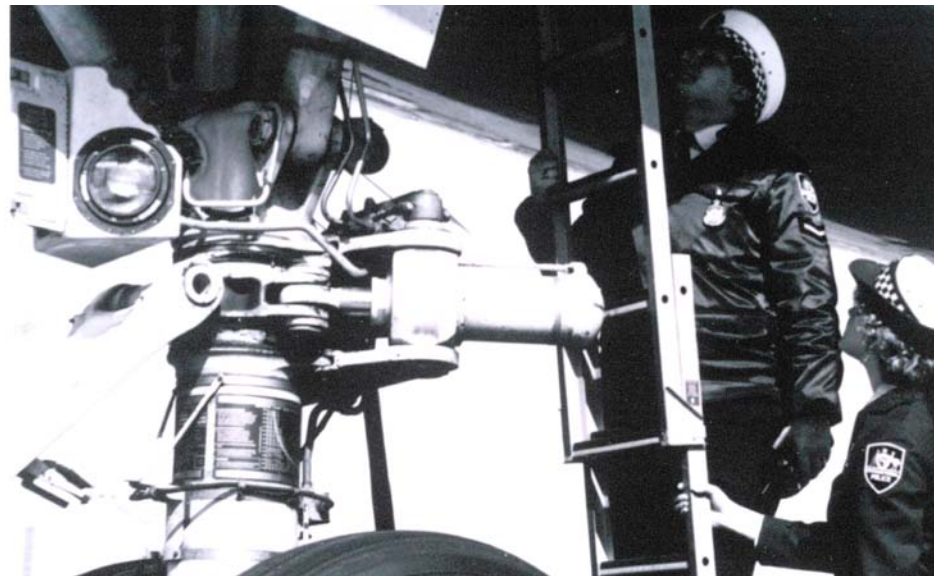
- The first day of operations for the AFP.
- Drug liaison officers were attached to Australian embassies in Bangkok, Kuala Lumpur, Jakarta, London and Wellington. Plainclothes officers were also attached to Interpol in Paris and New Scotland Yard in London.

### 7 November 1979

- Staff from the Australian Customs Service Narcotics Bureau transferred to the AFP. Eighty Narcotics Bureau officers were sworn in to the AFP.
- The AFP's first headquarters was on the third floor of the National Mutual Building, Civic, Canberra. Other offices were opened in Brisbane, Sydney, Melbourne, Adelaide and Perth.



1979: Constable Ian James and Senior Sergeant John Streeter on the tarmac at Perth Airport with a DC 10 Aircraft in the background. Their uniforms show the two roles undertaken by the AFP in many locations, one of protection (black hat) and law enforcement (white hat with chequered band). – *AFP Museum Collection*



1979: Senior Constable John Pontello and Sharon Foster checking one of the many points of concealment in a 747 airliner. – *AFP Museum Collection*

- ACT Special Branch was renamed Special Intelligence Section.
- Australian peacekeeping duties with the United Nations in Cyprus became the sole responsibility of the AFP on its formation. Twenty AFP members of the 16th Contingent were stationed there.
- The AFP's first annual report notes that on the first day there were 1134 members appointed to the General Police component and 1443 appointed to the Police protective service component. There were also 375 public service personnel.
- Guarding duties remained the responsibility of the protective service component and was a distinct entity. They had different uniforms, different training and different rates of pay.
- The budget for the AFP's first year of operation was \$72,806,676.
- At the amalgamation, union representation of AFP employees included two police unions and six unions covering public service staff.
- The first edition of the AFP's corporate magazine *Platypus* was published barely a month after the AFP's formation. *Platypus* has remained the corporate journal since that time and the shy Australian aquatic animal became the sporting and corporate symbol for the AFP.



## AFP TIME LINE

# 1980

### 24 June 1980

- Family Law Court judge, Justice David Opas, was shot and killed by an unknown assailant at his Sydney home. This was the first of several attacks that led to the AFP being assigned security responsibilities for the Family Court.

### In July 1980

- The AFP installed its first mainframe computer purchased from the Department of Health.

### 22 August 1980

- The AFP Services Centre at Weston, Canberra opened.
- The Australasian Police Ministers' Council (APMC) was established to promote a coordinated national response to law enforcement issues and to maximise police resources.
- Operation Global by AFP members in Adelaide led to the arrest of 17 people for the importation of more than 40kg of cannabis resin from India.

### 17 December 1980

- The Turkish Consul-General, Sarik Ariyak, and his bodyguard were shot to death in the street outside the Turkish Consulate in Dover Heights, Sydney.
- A safe containing cash and cheques



worth \$45,000 was stolen from an ACT Credit Union. Detectives later recovered the safe and some of the money.

- Currency Branch members in Melbourne investigated the melting down of pre-decimal coins for their silver content. The offender was arrested and charged with melting down coins to the value of about \$100,000.

22 August 1980: The Australian Federal Police Services Centre at Weston (the Weston Complex) was opened by the Minister for Administrative Services John McLeay seen here with Sir Colin Woods inspecting parade members with Peter Dawson in the background.

- ACT Heritage Library; The Canberra Times Collection (both photos)



## AFP TIME LINE

# 1981

- Operation Diamond was a \$2 million tax avoidance fraud uncovered in South Australia. It had national and international connections and resulted in three convictions.
- The Australian Bureau of Criminal Intelligence (ABCI) was established to facilitate the exchange of criminal intelligence between police services. It coordinated the Criminal Intelligence Sections in each state and territory.
- The AFP was asked to work with the Department of Primary Industry and the US Department of Agriculture to investigate allegations of substitution of Australian export quality meat. A three-year task force investigation, Operation Orion, and the Royal Commission into the Australian Meat Industry followed. The ramifications of the investigation affected the entire Australian beef production industry, which was generating national export earnings of around \$1 billion per year at the time.
- A 12-month joint task force operation in Melbourne resulted in a major drug trafficking ring being exposed and participants each receiving 25 year prison sentences.
- The AFP and NSW Police made three arrests relating to the importation of 400kg of Thai sticks, a form of cannabis from Thailand popular during the late '60s and early '70s consisting of



6 March 1981: Protective Service officers on parade as part of the Graduation Ceremony held at the Weston College.

- ACT Heritage Library; The Canberra Times Collection

- premium buds of seedless marijuana skewered on stems.
- An investigation was made into large-scale, highly organised pillage and theft of air cargo consignments. The thefts were valued at about \$222,000 and investigations resulted in 15 arrests.
- The Currency Branch located a printing press in Sydney that had been used to make counterfeit US \$100 and \$20 bank notes. The printer was arrested and charged with counterfeiting US\$1.5 million. Two other people were arrested and notes were found in Hong Kong and Manila.
- An AFP investigation in Sydney ended with 14 arrests for conspiracy offences involving \$121,000 in payments made by illegal Chinese immigrants attempting to obtain permanent residence in Australia.
- In Melbourne, an investigation resulted in four arrests for the attempted importation of cannabis oil concealed in a Mercedes Benz car.
- The guarding of Government House, The Lodge and Parliament House became the responsibility of the protective service component of the AFP.
- In Queensland, a doctor and 43

pharmacists were charged after an investigation of Department of Health complaints about the improper prescription of drugs. The pharmacists had made fraudulent claims for Commonwealth benefits.

- Intelligence developed by Thai authorities and passed to the AFP Drug Liaison Officer resulted in the seizure of 7.3kg of heroin at Sydney International Airport and the arrest of two Thai people.
- A bowling ball concealing 469 grams of heroin was detected at Brisbane Airport. The offender was sentenced to 12 years in prison.

## AFP TIME LINE

# 1982

### 17 January 1982

- Operation Toggle was a three-year drug operation, which progressively netted 100kg of heroin imported by one Thai syndicate. Most of the heroin came into Australia through Sydney.

### In May 1982

- The Los Angeles liaison post opened.
- Intelligence exchanged with Malaysian authorities led to the arrest of an Australian man in Penang who had 1.5kg of heroin in his possession. Several Malaysian people were identified as being the source of the heroin supply to Australia and were subsequently arrested.

### 31 August 1982

- Sir Colin Woods retired as AFP Commissioner, after three years service, and returned to England. Deputy Commissioner John Johnson acted as Commissioner until 15 February 1983.

### 26 October 1982

- Wollongong miners stormed the doors of Kings Hall, Parliament House in Canberra, during a wild demonstration.
- Intelligence gathered by the AFP in Australia and Thailand led to the arrest of a Thai drug trafficker in possession of 750 grams of heroin. This operation terminated a major supply source of heroin to Australia and the USA.



October 1982: Wollongong miners stormed the doors of Kings Hall Parliament House in a wild demonstration on 26 October 1982. – *Canberra Times photo*

### Also in October

- As a result of an operation originating in South America, 7kg of cocaine was seized in Sydney.

### 1 November 1982

- Operation Rock was a joint AFP–Victoria Police investigation, which dismantled a large importing ring and seized 330kg of cannabis and resulted in six convictions.

### Also in November 1982

- The Wellington NZ liaison post opened.

### 12 December 1982

- A bomb was detonated near the Consulate General of Israel at Westfield Towers, William Street, Sydney.
- Operation Buttress (a drug inquiry) and Operation Breaker (breaches of Foreign Exchange Regulations) took members of National Criminal Investigation Branch overseas to pursue

the investigations. An investigation was also conducted at the Australian Embassy in Tehran.

### 17 December 1982

- Random breath testing was introduced in the ACT.
- More than 27kg of heroin was seized in a joint AFP–Customs investigation. The heroin was hidden in dozens of Chinese paper scrolls that were left in suitcases at Brisbane Airport.
- Operation Scroll involved an investigation into breaches of the Foreign Exchange Regulations and the Income Tax Assessment Act committed by the Southern Cross group of companies, which had offices in every Australian state, as well as branches in NZ, USA and the UK. The AFP conducted lengthy background checks and financial analysis.
- The AFP's minister was Kim Beazley, Special Minister of State.

## AFP TIME LINE

# 1983

### In January 1983

- The Medifraud Squad was established with four members to investigate cases referred by the Health Commission.

### 1 February 1983

- Mohamed Ali Beydoun was arrested and charged with bombing the Hakoah Club in Sydney.

### 16 February 1983

- Major General Ronald Grey became the AFP's second Commissioner.

### 23 June 1983

- Twenty-four AFP members began investigating a new style of tax evasion dubbed the 'bottom-of-the-harbour' scheme.
- AFP and Queensland Police investigated a conspiracy to steal \$1 million in Reserve Bank currency being transported by Trans Australia Airlines.

### Also in June 1983

- Intelligence obtained from Australian sources assisted Thai authorities in confiscating 988kg of Thai sticks.

### 16 November 1983

- A Macgregor (ACT) family was killed in a murder-suicide. After murdering his three sons, the father took his own life.



Weston College had several areas set up for scenario training. In this mock post office setting two Probationary Constables remove a troublesome trespasser played by Senior Constable Paul Speirs. – *Canberra Times Photo*



14 April 1983: A section of the AFP Recruit Graduation Parade held at the AFP Training Centre at Weston. – *Canberra Times Photo*

- The NCIB cooperated with the Queensland Police in Operation Boundary, in which an inmate of Townsville Gaol was charged with several extortion offences.
- The Hong Kong and Washington liaison posts opened.



## AFP TIME LINE

# 1984

### In March 1984

- Two adults and two children were murdered in their Richardson home (ACT). A Queanbeyan man was arrested for the murders. Following the arrest, the bodies of two other family members were exhumed. The two girls had apparently died in a car accident and fire in 1981 but forensic tests determined that the sisters had been murdered prior to the accident, probably by the same man.
- NCIB members investigated the leaking of classified information via 'the Age Tapes'.

### 1 April 1984

- The role of coordinating Australia's coastal surveillance became an AFP responsibility. Four years later the function was transferred to the Australian Customs Service.

### 1 May 1984

- The National Crime Authority (NCA) was formed in response to widespread community and parliamentary concern about increasing organised criminal activity within Australia. The NCA and AFP became strategic law-enforcement partners.



March 1984: the shotgun murder of four members of a family, which had lost two sisters in a 1981 car crash and fire, led to the exhumation of the sister's bodies for further examination. Forensic investigation led to the finding that the sisters were also murdered by the same man arrested for the 1984 murders. – *AFP Museum Collection*

### 24 May 1984

- 20th Anniversary of AUSTCIVPOL contingents in Cyprus.

### 5 July 1984

- Mrs Pearl Watson, the wife of Family Court judge Justice Ray Watson, opened the front door to her residence triggering an explosion which killed her and demolished the front of the house.

### Also in July 1984

- Operation Lavender was a coordinated investigation across all AFP regions. It culminated in August 1985 in the arrest of 20 offenders and the dismantling of a major criminal enterprise involved in drug trafficking. Almost 1 tonne of cannabis resin was found at Malabar Rubbish Tip in Sydney and \$226,000 worth of vessels and motor vehicles and \$66,000 in cash were seized.

### In September 1984

- The Manila liaison post opened.

### 20 October 1984

- The protective service function of the AFP was taken over by the newly formed Australian Protective Service (APS) created by Royal Assent in the *AFP (Amendment) Act 1984*.
- Commissioner Ron Grey established the Joint Management Review which recognised that traditional recruitment and personnel processes had to change in order for the AFP to play a unique role in Australian law enforcement.
- The AFP arrested four members from the one family for a \$300,000 fraud committed against the Department of Social Security (DSS). The family members used false driving licences and vehicle registration papers to support claims in fictitious names.

The offenders received lengthy prison sentences.

- The AFP in Adelaide investigated alleged 'ghosting' on the payroll of a nursing home involving approximately \$500,000 in fraudulent claims on the Department of Community Services.
- Eight investigations were made into 'bottom-of-the-harbour' tax avoidance schemes revealing unpaid tax liabilities totalling \$212.25 million.

## AFP TIME LINE

# 1985

### 21 January 1985

- A man took over a gun shop in Civic (ACT) and fired more than 300 shots into the street. He surrendered to police, without injuring anyone.

### In April 1985

- The body of a woman was found in Lake Burley Griffin weighed down with concrete blocks. A man was charged with her murder.

### In May 1985

- The Singapore liaison post opened.

### 15 July 1985

- Operation Postscript was an AFP-NSW Police investigation into a conspiracy to import 6kg of heroin. Charges were laid against six people.
- The first Neighbourhood Watch Program was introduced by ACT Community Policing.

### In July 1985

- A man attempted to hijack a helicopter to take him and his two children from Brisbane Airport to Japan. A joint AFP-Queensland Police team of negotiators persuaded the man to surrender after he stood his son on top of a fuel tanker, spread aviation fuel over a wide area and threatened to set fire to it.



21 January 1985: a disturbed man took over a Civic gun shop and fired more than 300 shots into the street. – *Canberra Times* photo



July 1985: The AFP and Queensland Police negotiators persuaded the 42-year-old man to surrender after he had stood his son on top of a fuel tanker, spread aviation fuel over a wide area and threatened to set fire to it. – *AFP Museum Collection*

### 4–6 October 1985

- Canberra hosted the fourth World Cup in athletics. ACT Region provided security for the international event held at the Bruce Stadium.
- An AFP investigation resulted in 750kg of cannabis resin being seized and four arrests. This operation followed the receipt of information from the US Drug Enforcement Administration.
- Heroin weighing 9.3kg was found concealed inside plastic dinner plates in the baggage of two Hong Kong airline passengers.
- A group of Sydney-based Turkish nationals recruited a senior Solomon Islands Customs officer as a drug courier. About 3.6kg of heroin was purchased in Penang and mailed to the Solomon Islands where it was re-packed by the Customs officer and carried to Sydney via Port Moresby and Cairns. After delivery to Brighton-Le-Sands from Cairns, two Sydney men and the senior Solomon Islands Customs officer were arrested.
- The most significant Joint Task Force (JTF) operation of the year resulted in six arrests. Those arrested were charged with conspiracy to import 11kg of heroin. The JTF also successfully extradited a key figure of the 'Mr Asia' syndicate from the USA.



## AFP TIME LINE

# 1986

### 12 February 1986

- A Rivett (ACT) family of four became the victims of a shooting sparked by a broken de facto relationship. A 16-year-old boy survived, but was seriously wounded. The attacker committed suicide.
- The London liaison post opened.

### In February 1986

- Operation Neon was an investigation into the importation of approximately 0.6kg of heroin and resulted in a 16-year sentence for a 48-year-old restaurateur.

### In August 1986

- The Honolulu liaison post opened.
- The first APS dog handlers' course was held at the Salisbury Kennels, South Australia.

### 26 November 1986

- Pope John Paul II arrived in Australia for a five-day tour. For the first time, a highly-trained composite unit took over close protection of the Pope from the moment he arrived in Australia. The unit comprised three members from the AFP Protection Division and three members from each of the other Territory and State police forces: a total of 24 officers provided the Pope with 24-hour protection.



May 1986: Senior Constable Brian Bock hands over guard duties at Government House to Senior Sergeant Bill Brown of the Australian Protective Service. Also on duty were Cathy Eliason, Richard Roberts, Ross Daniel and Boris Branovsky. - *Canberra Times* photo

- The APS relinquished its guarding duties at Australian Missions overseas.
- A major operation in Perth led to the seizure of more than 2 tonnes of cannabis and a number of arrests. AFP officers seized five yachts, two smaller craft, and \$260,000 in cash.



April 1986: Prime Minister Bob Hawke took time out from talks with Greek Prime Minister Papandreou to call in on the AFP's Cyprus contingent. - *AFP Museum Collection*



## AFP TIME LINE

# 1987

### 16 February 1987

- Senator Michael Tate was appointed Special Minister of State responsible for the AFP.

### 13 March 1987

- *The Australian Protective Service Act 1987* received Royal Assent.

### Also in March 1987

- A sophisticated investigation requiring Australia-wide and international input resulted in five people being charged with importing 5kg of high quality heroin from Pakistan concealed inside soccer balls.
- The Jakarta liaison post closed.

### 3 April 1987

- Personnel began to move into AFP 'interim' headquarters building at 68 Northbourne Avenue Canberra. This building remained the AFP Headquarters until 2010.
- The APS was asked to provide escorts for several touring exhibitions. This marked the beginning of its escort guard duties.

### 22 April 1987

- Commissioner Grey became the first Australian Police Commissioner to visit the People's Republic of China.



1987: During the year areas of the AFP dispersed throughout Canberra were brought together in the one building at 68 Northbourne Avenue. – *AFP Museum Collection*



April 1987: Commissioner Ron Grey was the first Australian Police Commissioner invited to visit the People's Republic of China – *AFP Museum Collection*

- The *Proceeds of Crime Act 1987* came into force and provides for the confiscation and forfeiture of property of defendants charged with serious offences. Property that remains confiscated six months after conviction is forfeited automatically to the Commonwealth. The Act also provided for the Commonwealth to share the proceeds of crime with an Australian State or Territory if it was recovered with their assistance.
- A large consignment of cannabis was imported by boat to Byron Bay. AFP officers seized 1.3 tonnes of compressed cannabis heads, a fishing trawler and approximately \$54,000 in cash, and made two arrests.
- The Career Structure Review (CSR) began. It compressed the rank structure from 11 to 5 levels. The CSR marked the disappearance of grading within the ranks of Constable and Sergeant, and the removal of the rank of Inspector. It also allowed for the decentralisation of the decision-making process and enabled personnel to work part time.

## AFP TIME LINE

# 1988

### 14 January 1988

- Southern Region moved into its new headquarters in La Trobe St, Melbourne.

### 16 February 1988

- Peter McAulay was appointed the AFP's third Commissioner after having been Commissioner of the Northern Territory Police, Fire and Emergency Services.
- Amendments to the *Australian Capital Territory (Self-Government) Act 1988* and the *AFP Act 1979* allowed for the AFP to continue providing police services to the ACT community.

### 10 April 1988

- In Canberra, a South African diplomat's car was destroyed by fire while parked at his residence.
- The National Witness Protection Service and VIP Protection schemes were introduced.
- Kathy Burdett was the first female AFP officer to serve on a peacekeeping mission. She went to Cyprus with the 28th Contingent and stayed on with the 29th.

### 6 May 1988

- A man attempted a fraud on a building society in Civic on 6 May 1988. After threatening police with a pistol, he was shot dead.



10 April 1988: The burned-out shell of a South African diplomat's car at his residence in Canberra. – AFP Museum Collection

### 9 May 1988

- More than 500 AFP officers were on duty for the opening of the new Parliament House.

### 30 May 1988

- Two people were arrested in Sydney following the seizure of a shipment of illegal arms en route from Fiji. Fourteen boxes of arms consisted of automatic weapons, rocket launchers and land mines.
- The AFP's Sexual Assault Unit was started in a purpose-built suite of rooms in Canberra.

### 7 June 1988

- AFP, Customs and NSW Police seized 3.2 tonnes of cannabis at Broken Bay in Sydney. A two-year manhunt led to the extradition of the principal from San Francisco. He was found guilty and sentenced to 14 years in prison.
- The Nicosia liaison post opened.

### 21 June 1988

- Operation Coat, a joint AFP, Victoria Police and Customs operation began with a series of raids in Melbourne, which dismantled a major Australian-based drug syndicate. Seventeen offenders were brought before the courts.
- Fixed Term Appointments were introduced to the AFP and replaced the prevailing concept of life tenure.
- The Unified Workforce Agreement allowed all staff (sworn and unsworn) to be employed under the same legislation and to be represented by one union.

### 25 June 1988

- In Melbourne, AFP and Customs officers began arrests in relation to 2.3kg of heroin found in luggage. Three men were convicted, with one of them receiving Australia's first life sentence for a drug importation.

### In August 1988

- After four years in AFP control, Australia's Coastwatch was transferred to Customs.

### 8 November 1988

- A Sydney-based yacht, *Patanela*, disappeared in the early hours, having radioed that it was approaching Sydney Heads. The disappearance sparked a three-year investigation, Operation Lilac, but the disappearance remains unexplained. A brief of evidence was submitted to the NSW Coroner and the inquest concluded that the vessel sank and its crew perished.

### 7 December 1988

- Customs officers inspected a crate of ping pong balls when it arrived at Melbourne from Bolivia. They found 4.5kg of cocaine hidden inside. AFP officers monitored the crate when it was rail-freighted to Sydney and later arrested three men. The shipment's estimated value was \$2.7 million.

### Also in December 1988

- Canberra's first shopfront police station opened in Garema Place in the heart of the city's shopping precinct.
- Information was received from the AFP liaison officer in Thailand about a pending importation of heroin into Australia. The operation in Sydney resulted in three arrests and 12kg of heroin being seized.
- A Commonwealth Bank officer generated 23 loans using fictitious names and personal details. He had issued and negotiated fraudulent bank cheques amounting to \$1,135,500.
- Four people were arrested for conspiracy to defraud the Commonwealth in a sales tax avoidance and minimisation scheme. The operation spanned South Australia, NSW and Queensland and was valued at \$25 million.



## AFP TIME LINE

# 1989

### 10 January 1989

- Assistant Commissioner Colin Winchester was killed by two .22 calibre bullets as he pulled up in his car in the driveway next to his Deakin home. The investigation to find the killer was code-named Operation Peat.

### 13 January 1989

- More than 2000 family members, friends and colleagues attended the funeral of Assistant Commissioner Colin Winchester held at St Christopher's Cathedral at Manuka.
- The AFP was involved in the UN mission to Namibia.

### 26 January 1989

- A \$1.4 million nursing home fraud was shut down when AFP officers arrested the proprietor of a Melbourne-based nursing home business. He had been making fraudulent claims against Commonwealth aged-care programs and pocketing the salaries of non-existent staff for his chain of five nursing homes.
- The AFP Adjustment Scheme (AFPAS) was a payment to all members and staff for being appointed on a fixed term basis. It was to be a termination payment of 12.5 per cent of accumulated salary over the period of the fixed term appointment.



March 1989: A Jaguar motor car was imported into Sydney. Ecstasy weighing 32kg was found hidden in the door sills. – AFP Museum Collection



March 1989: Four people were arrested over the importation of 10 tonnes of cannabis resin. The investigation eventually led to the discovery of \$5.5 million in a garage in the Sydney suburb of Coogee. – AFP Museum Collection

### Also in January 1989

- Two AFP officers were attached to the United Nations Border Relief Operation in Aranyaprathet in north-eastern Thailand, to assist the UN and the Thai Government improve the security and protection of some 300,000 displaced Cambodians located in camps along the Thai-Cambodian border.
- Self government was brought in for the ACT. The role of the AFP as the Territory's police organisation was retained.
- The discovery of 2.4 tonnes of cannabis in a container at Swanson Dock in Melbourne, led to a large-scale and complex investigation involving the AFP, Customs, UK Police, UK Customs and NZ Police. The cannabis was shipped to the UK as a controlled operation and resulted in three arrests.

### In February 1989

- The Buenos Aires liaison post opened
- Operation Spiral was a Northern Region investigation into two importations of 3000 forged NSW birth certificates and extracts and drivers' licences brought from the Philippines to Brisbane. The investigation took place in South Australia, Victoria, New South Wales, Queensland and the Philippines involving criminal elements in the Philippines, members of Australian Painters and Dockers Union, the Hutt River Province and motorcycle gang members. The two principals were convicted of the offences in June 1991 after a three-week trial involving 40 witnesses.

### In March 1989

- A Jaguar motor car was imported into Sydney. Ecstasy weighing 32kg was found hidden in the door sills. Three arrests were made.
- The 30th contingent of AFP members to Cyprus celebrated the 25th



## AFP TIME LINE

# 1989

Anniversary of Australia's involvement in peacekeeping.

- Four people were arrested over the importation of 10 tonnes of cannabis resin. The investigation eventually led to the discovery of \$5.5 million in a garage in the Sydney suburb of Coogee along with other assets believed to be the illicit proceeds of criminal activity.

### 5 May 1989

- ACT Accident Investigation Squad celebrated its 25th Anniversary. It began operation in 1964 in a small room in the Jolimont Buildings, the old ACT Police Headquarters on Northbourne Avenue.

### 11 May 1989

- Operation Soy involved 50kg of heroin being seized in Sydney with nine people arrested in a joint operation between the AFP and the Royal Hong Kong Police. The drugs were concealed in insulation cavities in a commercial freezer and hot water system.

### 25 August 1989

- The first edition of *AFP News* was published, initially to provide up-to-date information on the introduction of the Unified Workforce.

### 29 September 1989

- St Michael's Day was chosen to observe the first National Police Remembrance



11 May 1989: Operation Soy involved 50kg of heroin being seized in Sydney with nine people arrested in a joint operation between the AFP and the Royal Hong Kong Police.  
– AFP Museum Collection

Day. St Michael is the Patron Saint of police.

### Also in September 1989

- A joint AFP–Thai Police operation resulted in the seizure of 50kg of heroin, 182kg of opium and the arrests of 16 traffickers in Phuket.

### 19 October 1989

- The APS National Training Centre was opened at Kingston by the Minister for Administrative Services, Stewart West.

### 30 October 1989

- The inaugural AFP Women's Forum held in Canberra to discuss part-time work, job sharing and 24-hour crèches for shift-workers' children.

### Also in October 1989

- The AFP Performance Management Program (PMP) was initiated to plan and review the work of AFP personnel, and to

provide feedback for advancement and rewards for excellence.

### 6 November 1989

- The 18th Conference of the South Pacific Chiefs of Police met in Canberra. Delegates came from American Samoa, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Papua New Guinea, Tonga, Tuvalu, Vanuatu and Western Samoa with observers from the South Pacific Chiefs of Police Secretariat and the FBI.

### Also in November 1989

- The remains of a woman, missing for 13 years, were found when a motor vehicle was dragged from Canberra's Lake Burley Griffin.
- Operation Midas investigated a tax evasion scheme involving the transfer of funds out of Australia in order to prevent

the Australian Tax Office from seizing them.

- As a result of a joint operation between the Royal Hong Kong Police and the AFP, approximately 44.3kg of heroin was seized in Hong Kong. Simultaneous raids in Hong Kong and Australia led to the arrest of 14 people involved in the conspiracy to import heroin and \$260,000 was seized.

### In December 1989

- In a joint operation, AFP and NCA officers seized \$5.45 million in cash along with 7 ounces of gold and 4kg of cannabis.
- An income tax avoidance scheme was investigated in Adelaide. It involved the giving of redeemable preference shares to a hospital charity to the value of \$4.5 million. Two people were charged and later found guilty.
- A man was arrested in the US and extradited to Australia, and a second was summonsed in relation to a conspiracy to defraud the Commonwealth of \$2.3 million in sales tax. The conspiracy involved the production of documents showing exemption from sales tax payments for the wholesale purchase of liquor for transport interstate. Investigations revealed that the liquor was not sent interstate but was sold through local outlets.

## AFP TIME LINE

# 1990

### 1 January 1990

- Smoking was banned in all AFP work areas.
- Implementation of the legislation to provide a Unified Workforce began. Its aim was to establish a single unified award covering all members and staff members, providing a common classification system.
- The APS introduced an explosive-detection dog program to assist in airport security.

### 13 January 1990

- An AFP Police Operations Training Adviser/Instructor was sent to Vanuatu as part of Australia's aid program.

### 13 January 1990

- The Chiang Mai liaison post opened.

### In February 1990

- Cocaine weighing 28kg was found in the base of a wooden crate containing car parts imported from Panama. The cocaine was secreted in the hollow interiors of 10 of the crate's 12 struts. Two people were charged.
- The Rome liaison post opened.
- Operation Whaler resulted in the seizure of 997kg of compressed cannabis as it was being smuggled ashore on a Perth beach. Seven people



22 July 1990: an unclaimed bag noticed by a Customs officer at Perth airport led the AFP to arrest a man who had misplaced the bag containing 4.547kg of heroin.  
– AFP Museum Collection

were arrested and \$180,000 in assets seized.

- An Associate Diploma of Applied Science (Forensic Investigation) was launched in collaboration with the Canberra Institute of Technology. This was the first Australian tertiary education program for field forensic personnel.
- As part of the change process, AFP Internal Security and Audit was created to minimise the risk of security breaches and to investigate any allegation of corruption.

### 4 March 1990

- Michael Duffy was appointed Attorney-General in a reshuffle of federal government portfolios.

### 2 April 1990

- An early morning raid in Melbourne concerning Operation Dabble saw

three men arrested after an Australian computer hacker was detected by US authorities. Operation Dabble was a year-long investigation into computer hacking offences committed by hackers known only as Phoenix, Electron and Nom. The three men actively attacked commercial, military and educational networks in the US. Penetration of National Space and Aeronautics Administration (NASA) computer records by Phoenix caused a 24-hour shutdown. The three men were convicted under newly enacted Commonwealth computer crime legislation.

### 12 April 1990

- Operation Dogwood was an investigation into a Sydney-based professional drug smuggler who was arrested in Sydney after a lengthy career. Initially arrested for a 2kg heroin import, AFP investigations revealed that

he had been responsible for smuggling at least 16kg of heroin into Australia over a four-year period. The man was convicted on all charges on October 21, 1993 and was sentenced to 22 years in prison.

### 21 April 1990

- A man was arrested at Darwin airport after he attempted to import 30.9kg of heroin concealed in condoms suspended in an aluminium flask of vodka. He was sentenced to five years in prison.

### 12 May 1990

- Constable David Hanswyk, an ACT Region motorcyclist, died when his vehicle collided with a car in the Canberra suburb of Kambah. He was returning home from duty.

### 1 July 1990

- The ACT Government took over responsibility for the ACT's policing and court system from the Federal Government. The AFP entered into an arrangement to provide ACT Community Policing services.

### 1 July 1990

- The responsibility for security at Sydney Airport was transferred to the APS. Previous hand overs had already taken place in Perth on 20 February, Adelaide on 13 March, Hobart on 27

## 1990

March, Melbourne on 10 April, Darwin on 24 April, Townsville on 8 May, Brisbane on 22 May and Coolangatta on 5 June. Canberra Airport remained the responsibility of the AFP.

### 22 July 1990

- A Customs officer called the AFP when he noticed a bag on the Perth international arrivals carousel had not been collected. Examination of the bag found 4.547kg of heroin inside. Meanwhile, a man arriving in Vienna complained that his bag had gone astray. Arrangements were made to forward the bag to Vienna and the 28-year-old Malaysian man and his accomplice were arrested.

### Also in July 1990

- Operation Teacup resulted in 10 arrests for offences ranging from conspiring to import approximately 40kg of heroin, bribing Commonwealth officers and conspiring to defeat a law of the Commonwealth (Marriages of Convenience).

### In September 1990

- Operation Tapir involved an investigation into a complex series of post office break-ins which involved a \$280,000 fraud related to postal orders.



In December 1990: a 27-year-old Canberra man was charged with cultivating cannabis and opium, following the seizure of 85 cannabis plants and 133 opium plants. Police had not previously encountered opium being grown in the ACT. – *AFP Museum Collection*

### In October 1990

- An AFP, Scotland Yard and British Aerospace investigation took place. Two Australians and six British nationals were arrested in the UK for their part in a conspiracy to defraud British Aerospace of \$91 million by using computer technology.

### 22 November 1990

- Fixed-term appointments were introduced to the AFP for unsworn members.
- The first Bomb Appraisal Officers' Course was conducted to train APS officers in bomb appraisal functions for duty at airports and other facilities.

### In December 1990

- A 27-year-old Canberra man was charged with cultivating cannabis and opium, following the seizure of 85 cannabis plants and 133 opium

plants. Police had not previously encountered opium being grown in the ACT.

- Information from Interpol identified the recruitment of Hungarian nationals as drug couriers. AFP investigations led to the arrest of seven Hungarians. In their possession were letters outlining details of the importation and the payment they would receive. The information obtained was forwarded to Bangkok and resulted in a 5.5kg heroin seizure and the arrest of two Thai nationals and one Polish national.
- A man was charged with defrauding the Department of Defence of approximately \$700,000 through a scheme in which he used a departmental employee and a bank manager to process false invoices. Assets in excess of \$300,000 were located.

- The AFP and NCA conducted a joint operation into a conspiracy to import 10 tonnes of cannabis resin and the subsequent laundering of \$77 million. The operation began against four of the principal conspirators. The head of the conspiracy had assets worth approximately \$47.5 million seized, and \$1.8 million was forfeited to the ATO. The other three principals forfeited assets worth \$3.5 million.
- An oil spill 50m wide and 100km in length was detected off the coast of Victoria, resulting in the death of penguins and other marine life. It was alleged that an oil tanker was responsible for the pollution. An oil company was charged with discharging oil into the sea and the ship's captain was charged with failing to report the incident immediately.



## AFP TIME LINE

# 1991

### In January 1991

- The AFP arrested three men in connection with the discovery of 5.1kg of cannabis concealed in drums of automotive body sealant at Fremantle.

### 25 February 1991

- Canberra hosted the 11th Asian Regional Conference of Interpol.

### Also in February 1991

- More than 20,000 garments were confiscated in Sydney under the Trademarks Act. Two Chinese men were charged with a number of copyright infringements.
- The APS developed its alarm monitoring stations in Canberra and Melbourne.

### 18 March 1991

- Eastern Region's Goulburn St headquarters opened in Sydney.

### Also in March 1991

- A Tuggeranong-based bike patrol was introduced in the ACT.
- A Californian man was arrested at Melbourne airport with 2.7kg of cocaine hidden inside a corset he was wearing. He was sentenced to five years in prison.



November 1991: the Australian International Defence Equipment Exhibition (AIDEX) attracted a large number of demonstrators and required the temporary reassignment of many Canberra-based staff to maintain public order. – *AFP Museum Collection*

### In April 1991

- Nine people were arrested in Victoria in connection with the importation of 22.7kg of cannabis resin hidden in an industrial metal-cutting machine imported from Amsterdam.

### 17 May 1991

- Operation Big Boy, a joint Queensland Police–Criminal Justice Commission–Customs and AFP operation on the Gold Coast resulted in more than 30 arrests and 100 charges being made for a number of Federal and State drug smuggling offences.

### also in May 1991

- Western Region moved to the former Bond Gold Australia building in Perth.

### In June 1991

- The Queen approved the Police Overseas Service Medal (POSM). It is awarded to recognise the contribution of members of Australian police services who serve with international peacekeeping forces.

### In July 1991

- AFP Deputy Commissioner John Johnson was appointed Commissioner of Tasmania Police.

### 9 September 1991

- Three Sydney men were charged

# 1991

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with possession of heroin valued at \$1.5 million which they had disguised as black olives and sent through the post.

## Also in September 1991

- Counterfeit \$US100 notes with a face value of approximately \$1.2 million were seized from a printing shop in Sydney. A printing press and plates for the production of counterfeit \$US100 and \$50 notes, birth certificates and bank cheques were also found.

## In October 1991

- Operation Bud was an investigation into the theft of fossils from remote sites in South Australia and Western Australia. It ended in April 1997 when three men were found guilty of charges connected to the illegal export of fossils by the Perth District Court. This was the first investigation made by the AFP under the *Movable Cultural Heritage Act 1986*. The investigation led to the return of fossils from Germany and Japan. They included opalised Permian Crinoid fossils, fossilised sea pen, a Cyclomedusa (an ancient jellyfish fossil 600 million years old) and opalised bivalve and gastropod slabs.

## In November 1991

- ACT Region members policed violent demonstrations against a week-long defence systems exposition, AIDEX.

The protest resulted in the arrest of 234 protesters and injuries to 40 police.

## In December 1991

- The AFP laid its first charges under the Great Barrier Reef Amendment Act when a Korean vessel travelled through the reef without a licensed pilot.
- Operation Geronimo was an investigation into a tax fraud after a referral from ATO regarding a group of companies operated by members of one family. It established that the conspiracy amounted to approximately \$130 million. 15 search warrants were executed on the family's companies and associated premises.
- An investigation began into an alleged international telephone fraud operation, costing the Commonwealth in excess of \$400,000. The investigation spanned three States and a man was charged and imprisoned for eight years. The man was the Australian component of an operation controlled from Lebanon. He operated an international switchboard to provide cheap calls between the Middle East, Australia and elsewhere.
- The refurbishment of the Forensic Services Division at Weston was completed.
- Operation Paper Tiger identified a major South-East Asian organised

crime group illegally sending prostitutes to Australia. The investigation led to the arrest of four principals of the syndicate and a number of prostitutes in Sydney. Charges were brought for falsifying travel documents, non-disclosure of income, money laundering and contravention of visa conditions.

- Investigations into an Australian organised crime group with international criminal connections resulted in 18 arrests and drug seizures. Cannabis weighing 4 tonnes was confiscated in Western Australia, Queensland and Victoria. The investigations also led to the uncovering of an international money laundering scheme involving \$US25 million.

## AFP TIME LINE

# 1992

### 10 January 1992

- A memorial window was dedicated to the memory of Colin Winchester at St Peter Chanel's Church in Yarralumla, ACT.

### 15 January 1992

- Federal Police in Hobart used a Hobart Marine Board pilot launch to remove two stowaways found on board the *L'Astrolabe*, a French ship bound for Dumont D'Urville in French Antarctica. The stowaways were protesting against the construction of an airstrip in the French territory that they believed would damage the habitats of native birds. They were placed on good behaviour bonds on their return to Hobart.

### Also in January 1992

- An AFP investigation started in conjunction with the Queensland Criminal Justice Commission into the importation and trafficking of heroin. The operation ended in September 1992 resulting in 21 arrests.

### 6 February 1992

- More than 100 officers from the AFP, Customs, Queensland and NSW Police seized 2 tonnes of cannabis imported on the vessel *Xing Hai Hei* from Thailand in a raid on a property west of Casino. Fourteen people were arrested in Sydney, the Sunshine Coast, Gold Coast



18 May 1992: In Canberra, Senator Michael Tate farewells the members of the AFP's first contingent to Cambodia, shaking hands with Superintendent Bill Kirk.

– *Canberra Times Photo*

and Brisbane in connection with the importation of drugs.

### 7 February 1992

- The AFP launch, *Colin Woods*, was used to rescue a lone yachtsman off Jervis Bay. The two-man crew searched for over five hours before they located him and attached a tow line to bring the yacht to shore.

### 24 February 1992

- The Queen and the Duke of Edinburgh visited Canberra. Their visit triggered high security and constant uniformed and plainclothes police presence.

### Also in February 1992

- The largest street seizure of heroin in Australia to date was made when a 22kg haul of the drug was seized in Sydney. Four men were arrested and assets of about \$17 million were seized.

- The National Institute of Forensic Science (NIFS) commenced operations. One of its roles was to develop national standards of quality control and the accreditation of forensic laboratories in Australia.

- Forged Australian Custom Service stamps had been used since January 1990 to evade paying Customs import duty of \$4.25 million. Operation Isobar was an investigation into the activities of a number of importers, each using different names, who were found to have imported undetermined quantities of goods, mainly leather shoes. Four people were charged and sentenced.

### 4 March 1992

- A mother in south Queensland was re-united with her three children. Their father had failed to return the children after a contact visit with him. The father gave himself up to Federal Police in Toowoomba on 16 March.

- Operation Bionic was an investigation into tax evasion by the owners of a concreting business who received cash payments for construction work and for concrete deliveries at weekends. The total amount of the fraud was \$480,000.

### 15 March 1992

- Operation Flute began when the AFP received information which eventually uncovered a scheme to import into Australia 4 tonnes of hashish concealed in a giant turf roller. The roller was seized in Sydney when it arrived from Tonga on 20 March. A 53-year-old New Zealander received a 10-year sentence in the Sydney District Court.

### 20 April 1992

- More than 3kg of heroin was seized after a security guard became suspicious about three men at a wharf in Dampier, WA. Nine blocks of heroin, each about the size of a video cassette, had been smuggled off an iron ore carrier, intended for the Sydney drug market.

### 18 May 1992

- A contingent of 10 AFP officers arrived in Cambodia as part of the 3600 strong United Nations Transitional Authority in Cambodia (UNTAC), established to supervise the country's first democratic elections. The AFP's area of responsibility was centred on the village of Thmar Puok in the country's north-west.

### In July 1992

- The alleged criminal behind Operation Chair was jailed for his part in conspiring to import 3 tonnes of cannabis resin from Thailand on board the yacht, *Jalina*. The Supreme Court ruled that he should also forfeit his Rolls Royce, deer farm, other properties and \$30,000 cash.

### 27 August 1992

- AFP officers arrested two suspects in Sydney after weeks of intelligence gathering and surveillance work. A



## AFP TIME LINE

# 1992

search of their rental unit and garage revealed 98kg of cocaine with a street value of \$65 million.

### also in August 1992

- In three separate investigations, between August 1992 and March 1993, the AFP arrested 10 people and seized approximately 272kg of cocaine and \$165,000 in cash. All three seizures were believed to be part of the same importation.

### 10 September 1992

- A yacht, *Santa Barbara*, sailed from the Cocos Islands and moored off the coast of Port Gregory, about 600km north of Perth, WA. Cannabis weighing 3 tonnes and with a street value of \$42 million, was being moved by dinghy to the shore when AFP officers moved in. Five people were arrested. The yacht was seized, along with an AK47 firearm, a pistol and a light aircraft.

### Also in September 1992

- A man from Perth, who was the intended recipient of approximately 1kg of cocaine imported through Sydney, was arrested and charged. Further investigations into his activities resulted in the seizure of more than 17kg of imported methamphetamine and \$526,350 in cash and the arrest of a second person.



1992 Presidential visit: President of the United States of America, George Bush and US First Lady, Barbara Bush with Australian War Memorial officials with Sergeant Kathy Mowle at left and Sergeant Tony Mann and Superintendent Laurie Pyne at right. – AFP Museum Collection

- A Holden Commodore Special patrol car was sent to Tokyo to participate in the Japan External Trade Organisation as the Australian police representative. Other police cars were sent from France, Germany, Italy, Sweden, the UK and the USA. The Holden is now part of the AFP Museum's Collection.

### In October 1992

- Two Melbourne residents were arrested and charged with conspiring to make counterfeit US currency with a face value of \$US5.2 million. The 18-month investigation resulted in 15 arrests in Victoria, NSW and Queensland and charges of possession of counterfeit currency.

### In November 1992

- Commissioner Peter McAulay accepted a further two-year appointment as AFP Commissioner.

### In December 1992

- The Jakarta liaison post re-opened.
- The Australian Passports Office became aware that NSW birth certificates were being sold to immigrants as supporting documents for false applications for Australian passports. The principal suspect of Operation Civic was believed to be responsible for large scale forging of NSW birth certificates and their distribution. He appeared in court and was sentenced to two years in prison.
- Operation Liver was a lengthy joint operation by ASIO and the AFP into an ASIO officer who was arrested and charged with several espionage and official secrets offences.
- A major operation involving officers from the AFP's Southern Region, Western Region and South America began when a consignment of wooden wall plaques from Colombia was found to contain

11.5kg of cocaine. Two arrests were made, one in Melbourne and one in Perth.

- The ACT Region's Armed Robbery Task force was formed to examine unsolved hold-ups.
- Information led to the seizure at Melbourne Airport of 16.9kg of high-grade heroin concealed in an industrial metal-forming machine. The machine had been imported from Malaysia and a controlled delivery resulted in the arrest of two people and the extradition of a third person from Sydney.
- US President George Bush (senior) visited Canberra.
- A Commonwealth Bank supervisor was charged and convicted of misappropriating almost \$1 million. She was sentenced to 7 years in prison and was ordered to repay \$655,000. The fraud involved the use of deceased deposit accounts, pensioner passbook accounts and term deposit accounts.
- The first annual trolley push around Belconnen Mall, Canberra in 'Cops Collecting for Needy Kids' collected cash and toys to distribute to various children's charities.
- Eight partners of a South Australian law firm were investigated for allegations that they were inducing clients to pay costs in cash which was then distributed among the partners with no tax paid. Thirty-four search warrants were executed and some 800 people were interviewed. All eight pleaded guilty in the Supreme Court to three counts of false pretences and were sentenced to 12 months in prison. The Law Society took subsequent action and the Supreme Court disbarred all of the partners from practising law.

## AFP TIME LINE

# 1993

### 7 January 1993

- Operation Sachet involved 1.273 tonnes of cannabis seized in transit south of Rockhampton. The drugs had been recovered by syndicate members from the *Spring Queen*, which was sunk deliberately off Mackay. Customs became aware of the scheme in its planning stages and alerted the AFP. Nine people were arrested.

### Also in January 1993

- The Wellington liaison post closed.

### 11 March 1993

- The Industrial Relations Commission approved a two-year Enterprise Bargaining Agreement for all AFP personnel.

### Also in March 1993

- Operation Carousel related to Queensland prisoners obtaining Department of Social Security benefits. Information from Queensland Police, DSS and Queensland Department of Corrective Services indicated a substantial number of prisoners had received benefits. Thirty people were arrested and charged with various offences relating to obtaining DSS benefits falsely.
- During Operation Safe City in the ACT, 27 boys and 21 girls were taken into police custody for underage drinking.



19 October 1993: After 10 years of planning, the AFP Museum at Weston was opened by Duncan Kerr, Minister for Justice, in the presence of local politicians and senior police including the Museum's patron, Deputy Commissioner Adrien Whiddett (seated right).

The Museum occupied what was previously training space in Building G at the AFP's Weston Complex in Canberra. For several years the AFP Museum proved a popular destination for local and interstate student excursions until the security implications of the 11 September 2001 terrorist attacks in the US caused the AFP to re-evaluate public access to all its establishments.

Increased security at Weston included the construction of a perimeter fence and the installation of boom gates and guard boxes, which made access for large numbers of the public to the AFP Museum impractical. As the AFP staff numbers grew, inevitably the Museum's exhibition space was resumed to provide much needed office space.

The Museum's staff continue to collect and catalogue the AFP's history in the anticipation that a permanent exhibition venue will be allocated in the future. Meanwhile, the Museum continues to mount police exhibitions in partnership with other venues including Old Parliament House, the Sydney Powerhouse Museum and the Canberra Museum and Gallery.  
– *AFP Museum Collection*

- AFP officers arrested three people in Sydney who were wanted by Dutch authorities for an alleged murder in Holland. Police also seized 1kg of heroin.
- Six years of investigation and three trials resulted from Operation Titanium, an investigation into the importation of 4kg of cocaine, resulting in the arrest of two Sydney men who received sentences of 6.5 years and 12 years in prison.
- A Russian seaman and four Victorians were arrested after a failed attempt to bring 5.5kg of heroin into Australia. The heroin had a street value of \$6 million.
- Operation Graze resulted in the conviction of a NSW man for his part in the importation of 31.3kg of cannabis resin concealed in 600 tins of olives imported from Syria.

### 19 May 1993

- AFP Superintendent Bob Shepherd was among 132 people killed in a plane crash in South America. He was the AFP's liaison officer in Buenos Aires.

## 1993

- AFP officers were notified by the Australian Passports Office and the APS about fraudulently obtained passports. It was established that the passports had been bought using forged NSW birth certificates by British and Brazilian citizens who had overstayed their tourist visa. The certificates had been sold in hotels and clubs around Manly and Bondi for between \$1200 and \$1500 with some fetching as much as \$4500. More than 40 people were arrested.
- A shipment of cannabis heads weighing 10 tonnes was seized from a fishing trawler in Geraldton, WA and a truck in Northbridge. Five people were arrested following information received from Indonesian authorities.

### Also in May 1993

- The Fraud Control Unit of DSS identified 25 fraudulent claims paid through the Toowoomba Regional Office. Operation Bantu found that these payments totalled almost \$634,000. The investigation identified that the claims were all connected and had been initiated by a DSS employee. In March 1994, the employee and her husband were arrested and charged with organised fraud. They were sentenced to seven and five years in prison and ordered to pay \$173,420 and \$228,938 to the Commonwealth.

### 4 June 1993

- A new Jervis Bay Police Station was opened by the Federal Minister for Justice, Duncan Kerr.

### Also in June 1993

- The Honolulu liaison post closed.

### In July 1993

- A joint AFP operation, Operation Matrix, with the Australian Fisheries Management Authority, the Tasmanian Police and the Victorian Department of Conservation and National Resources was mounted to investigate allegations that catches of Orange Roughy (Deep Sea Perch or Patagonian Tooth fish) were being landed illegally and being over fished. The investigation revealed that 3,343,740kg of Orange Roughy were caught but false records understated the amount by 907.7kg.

### In August 1993

- The Report of the Review of Commonwealth Law Enforcement Arrangements (CLER) was conducted. The CLER recommended changes in the AFP to ensure it continued to meet emerging national law enforcement challenges. The new direction would focus on serious fraud, fraud liaison, new forms of international and organised crime in addition to existing areas. The review emphasised the need

for the AFP to foster strategic alliances with specialist agencies.

- Customs officers became suspicious about an electric guitar in the luggage of a Thai man arriving at Perth International Airport. An X-ray of the guitar found heroin with a street value of \$2 million. The man and his accomplice were handed over to AFP officers and charged.

### In September 1993

- Operation Bangle resulted in a man being arrested and charged with obtaining credit while not disclosing he was an undischarged bankrupt. The value of the offences was \$1.4 million. During February 1994 information was received that he was continuing to obtain credit from numerous mining equipment companies in Sydney. He was arrested again and charged with offences relating to obtaining credit while an undischarged bankrupt. The value of these offences was \$3.3 million.
- A Dutch woman was about to board her plane to Holland when Sydney Customs officers decided to search her luggage. They found \$339,250 in Australian currency concealed in chocolate boxes. The woman was arrested and the money was seized.

### 19 October 1993

- The AFP Museum at Weston was opened by Duncan Kerr, Minister for Justice.
- AFP officers recovered a safe and \$75,000 worth of gold coins, ingots and jewellery stolen from a house in Canberra. Two men were arrested.

### 1 November 1993

- An AFP officer was appointed head of the Civilian Police for the United Nation's Somalia Justice Program. Two AFP Superintendents were part of the United Nations Operations in Somalia (UNOSOM II). They provided advice and assisted in the development and training of a civilian police authority.

### 29 November 1993

- At around 8am, Felipe Ruizdiaz deliberately drove his utility vehicle through the plate glass doors of Canberra's Jolimont Centre where his estranged wife worked. Mr Ruizdiaz set fire to the building by igniting gas cylinders and petrol bombs he'd transported to the site. Only minutes earlier he had shot the manager of the Dickson Swimming Pool.

Police action was hampered by recurring gun fire within the building, but all occupants were successfully evacuated from the building. Police



## AFP TIME LINE

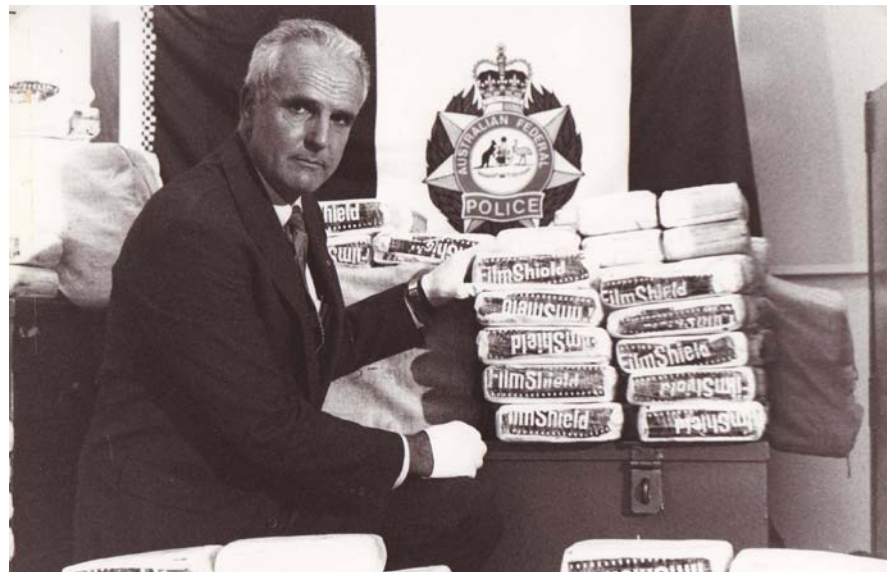
# 1993

eventually found Mr Ruizdiaz dead from a self-inflicted gunshot wound. Police, fire and ambulance services were commended for their response to the situation. The damage to the building was estimated at \$5 million.

- The House of Representatives Standing Committee on Banking, Finance and Public Administration finalised its report on the inquiry into fraud on the Commonwealth titled Focusing on Fraud (the Elliot Report).
- Operation Leo was an investigation into a multi-million dollar fraud of counterfeit pharmaceutical goods, a large portion of which was believed to be packaged and exported from Perth. This was a joint investigation with the UK Police, the Hong Kong Police and the ICAC in Hong Kong. Several shipments of pharmaceuticals were imported by a company and boxes of products were seized. The company's director was charged with 260 offences.
- Operation Nepean was an investigation into alleged tax and DSS fraud committed by various associated clothing businesses. The ladies' fashion businesses were located in Brisbane, Sydney and Gold Coast. The fraud was detected by ATO as a result of a business audit and was estimated at \$1 million per financial year with the



29 November 1993: At around 8am Felipe Ruizdiaz deliberately drove his utility vehicle through the plate glass doors of Canberra's Jolimont Centre where his estranged wife worked. Mr Ruizdiaz set fire to the building by igniting gas cylinders and petrol bombs he'd transported to the site. – AFP Museum Collection



27 January 1994: Assistant Commissioner Eastern Region Phil Baer with 175kg of cocaine seized in Sydney during Operation Wand. – AFP Museum Collection

investigation targeting the 1989–93 financial years.

- Counterfeit \$50 notes appeared in Queensland and Victorian fast food outlets and small businesses. AFP officers, with Queensland Police, arrested six people.
- Operation Camber was an investigation into the misuse of Government credit cards. Between December 1988 and December 1991, a DAS state manager, a DAS employee and a former DAS employee fraudulently used Government credit cards. They paid three businesses for contract work that was not carried out. The fraud was valued at \$1.2 million. In 1993 all three were sentenced to between two and four years in prison.

### In December 1993

- The Jakarta liaison post re-opened.
- An 18-month investigation into tax evasion by members of the Geraldton crayfishing industry took place. ATO suspected that catch weights reported by the crayfishing industry to WA Fisheries for stock management purposes varied from the catch weights reported for taxation purposes. 53 people were arrested.

## AFP TIME LINE

# 1994

### 27 January 1994

- Operation Wand resulted from information received from overseas. A search warrant was executed at premises in Artarmon and Manly, NSW. Cocaine weighing 175kg was located in two metal trunks. Five duffel bags containing approximately 95kg of cocaine were also found in a 1970 Mercedes Benz vehicle parked in the garage. Eighteen people were arrested.
- The AFP's Townsville office was opened by Commissioner McAulay.
- Five people were arrested in connection with T-shirts printed with forged logos and trade marks, including the Sydney Olympic 2000 logo. A total of 20,000 printed and blank T-shirts were seized with 300 printing screens, printing equipment and dryers. One of the men charged owned a Chinese-based T-shirt manufacturing company and also a number of stalls at the Sydney markets which he supplied with the forged stock.

### 24 March 1994

- The AFP's peacekeeping contingent to Mozambique left Australia.
- An AFP superintendent joined police in South Africa to assist in training.

### 19 May 1994

- The \$10.5 million refurbishment of the AFP College at Barton began.



27 January 1994 : Operation Wand led to cocaine weighing 175kg being located in two metal trunks after residences were searched at Artarmon and Manly. Five duffel bags containing approximately 95kg of cocaine were also found in a 1970 Mercedes Benz garaged at one of the houses. - *AFP Museum Collection*



August 1994: Detective Constable David Craig with cannabis recovered from the *MV Paulson* during Operation Caribou. - *AFP Museum Collection*

### 20 May 1994

- Mick Palmer was sworn in as the AFP's fourth Commissioner by Chief Justice Jeffrey Miles. Previously he had been the Commissioner of the Northern Territory Police, Fire and Emergency Services.

### 24 May 1994

- Thirtieth anniversary of AUSTCIVPOL contingents in Cyprus.
- AFP officers charged a Sydney accountant with fraud of more than \$500,000 on the Australian Taxation Office.

### Also in May 1994

- The Islamabad liaison post opened.

### 12 June 1994

- A new police station for Norfolk Island opened.

### 20 June 1994

- Winchester Police Centre opened. The Centre cost \$8 million to build and located previously separated areas of ACT Region in the one building.

### 1 July 1994

- A joint State and federal operation in Darwin resulted in the seizure of 21kg of heroin found on the vessel *Teh Sun No. 16*. Four Singaporeans, a Vietnamese Australian and the Indonesian captain and one crew member were arrested.
- Commissioner Palmer implemented the change process in which ranks were replaced with the generic title of Federal Agent for sworn members. The process ensured that the AFP's primary focus was on operational activities, with investigations organised and conducted by flexible, empowered operations teams. Voluntary drug testing was also introduced for all staff.



## 1994

### 13 July 1994

- Operation Calgary started when a Coastwatch patrol off Bathurst Island, NT, located a Thai fishing vessel, *Bahari 314*. The vessel was ordered to Darwin Harbour where it was moored to the quarantine buoy the following day. A short time later a hessian bag was seen floating in the water next to the vessel. The bag was recovered and police divers located two more bags containing heroin. Eight crew members of the vessel were arrested and charged and 123.4kg of heroin was recovered as a result of the joint cooperation between the AFP, Northern Territory Police, Customs and the Royal Thai Police.

### 15 July 1994

- AFP officers in South Australia seized 1000 garments with counterfeit brand names and machinery used in their production. Police in the Northern Territory seized 500 similar garments at the Katherine Show.

### Also in July 1994

- AFP and ATO officers started a joint investigation into the activities of an accountant who owned five accounting practices in Western Australia. It was alleged that the ATO had been defrauded of \$5,217,518 through the submission of company returns containing false information.



October 1994: Dee Quigley and Bob Sobey visiting an orphanage while serving with the AFP contingent in Haiti for Operation Uphold Democracy. – AFP Museum Collection

### 5 August 1994

- Operation Caribou resulted in 5 tonnes of cannabis resin being seized by the AFP at Queensland's Hervey Bay and another 10 tonnes found dumped at sea. Authorities from PNG and French Noumea assisted the AFP in bringing 20 men to justice. The vessel *MV Paulsun* was confiscated. The mother ship, *Gemini*, was seized in the Papua New Guinean port of Alotau on 26 August with the help of the PNG Police.

### 9 August 1994

- City Station re-opened after an extensive refurbishment.

### 22 August 1994

- Deputy Commissioner Brian Bates left the AFP to become Commissioner of the Northern Territory Police, Fire and Emergency Services.

### 12 September 1994

- Police seized 27.3kg of heroin from an Australian male in Sydney as part of Operation Norse-Oden. On 17 September, police seized 9.5kg of heroin from a Chinese man in Perth. On 19 September police seized 10.9kg of heroin from two Chinese men in Adelaide. Heroin weighing 47.7kg had been imported into Western Australia by a Chinese wheat vessel. Nine men were arrested.
- The Port Moresby liaison post opened.

### 28 October 1994

- A contingent of 25 AFP officers and five state police left for five months of peacekeeping duties in Haiti during Operation Uphold Democracy.

### Also in October 1994

- Commissioner Palmer convened a meeting of the AFP's executive officers at Mollmook on the NSW south coast.

A program of change developed out of this meeting designed to transform almost every aspect of the AFP in order to enable it to meet the law enforcement challenges of the 21st century.

### 3 November 1994

- David Harold Eastman was found guilty of murdering Assistant Commissioner Colin Winchester.
- The Special Intelligence Branch (ACT) was renamed Security Intelligence and Diplomatic Liaison (SIDL).
- An AFP officer was appointed Director of Operations for the Royal Commission into the NSW Police.
- Operation Extra resulted in the arrest near Mackay, Queensland, of two brothers who were charged with the possession of 1.4 tonnes of compressed cannabis. The drugs were believed to have been off-loaded from a vessel.
- Operation Canola involved extensive surveillance of several houses in Sydney's western suburbs and the seizure of 10 blocks of heroin and a large number of deal bags. Two men were arrested.
- Operation Wafer was a joint AFP and United States authorities operation. It involved an investigation into a Melbourne-based organised crime group that produced \$US5 million counterfeit \$US100 bank notes and distributed them throughout Australia's eastern States. Search warrants were executed and 13 people were charged with Crime Currency Act offences.



## AFP TIME LINE

# 1995

### 1 January 1995

- Members of the ACT Drug Operations Branch commenced an investigation into nine deaths believed to be a result of heroin overdoses. An analysis of the heroin seized established the 'rock' heroin being sold on Canberra streets had a purity level of up to 77 per cent.
- An audit of the AFP's Equal Employment Opportunity Program in the *Niland Report* was completed.

### 6 January 1995

- An Indonesian man was searched on arrival at Sydney Airport and found to have 39 blank credit cards and an encoding machine in his possession.
- Operation Paradox, an annual phone-in conducted by ACT Policing received 98 calls relating to victims of sexual or physical assault. Two people were charged with offences as a result of the calls.

### 11 January 1995

- A consignment of four crates containing framed pictures arrived at Sydney Airport from Thailand. Operation Brawlins resulted in the search of the consignment revealing 55.8kg of heroin concealed in plastic bags wrapped in carbon paper in the lining of 29 glass paintings. The street value of the drugs was estimated to be \$75 million. A

controlled operation resulted in the arrest of a Chinese national and four Canadians. The principal received life in prison.

### 10 March 1995

- Customs officers stopped and searched a man arriving from PNG at Brisbane International Airport. He was found to have 14 packages containing 2.4kg of cannabis strapped to his legs.

### Also in March 1995

- Operation March Hare was an exercise conducted by the Standing Advisory Committee on Commonwealth-State Cooperation for Protection Against Violence (SACPAV) to assess the ACT Region's capability to respond to a terrorist attack.
- The first public statement by the AFP in relation to Operation Sea King and the activities of the Aum Shinrikyo sect in Western Australia was released. The sect had been responsible for a Sarin gas attack on the Tokyo subway that killed 12 people and injured 5500. An investigation revealed that the sect had used the remote WA property to develop their ability to make the gas.
- Operation Pentium: Information received alleged that people in the Lebanese community were selling a device and instructions for \$2000 that enabled international telephone calls to be

made free of Telecom charges, from a public phone box. A total of 43 people were intercepted at 16 locations in Melbourne.

- Bluey Day campaign began in Horsham, Victoria under the name 'Crop-a-Cop' and became an Australia-wide annual event to raise money for children with cancer.
- The AFP received allegations from the ATO that two offenders had defrauded the Commonwealth by the submission of 600 client tax returns which contained inflated deductions. The estimated value of the fraud was \$1.8 million. Two people were arrested.
- A person was charged with seven counts of defrauding the Commonwealth to the value of \$91.8 million. Operation Spanner investigated major fraudulent activity involving Beneficial Finance Corporation Ltd, a wholly owned subsidiary of the State Bank of South Australia, in a taxation avoidance scheme.
- A Victorian man was charged with forging war medals. He was ordered to forfeit his personal collection of medals which were then auctioned. The proceeds were used to compensate the victims of his crimes.

### 13 April 1995

- Operation Avoca began when a

consignment of car parts arrived at the TNT depot at Botany from Singapore and a search of the container revealed 15kg of heroin hidden in the ceiling. A false lamp was fitted underneath it as a disguise. On 19 April a controlled operation resulted in the arrest of five Singapore nationals.

### Also in April 1995

- Federal agents began Operation Nirvana, an investigation in Cairns into allegations of the purchase of a Cessna 310 aircraft used in the importation of 55kg of cannabis from Papua New Guinea. Three men were charged.
- Three men, members of The Loyal Regiment of Australian Guardians, were arrested and a number of houses in Canberra were searched. Military and sporting firearms were seized, along with a large quantity of ammunition.

### In May 1995

- Operation Arizona was an investigation into allegations of paedophile activities in Department of Foreign Affairs and Trade personnel in eight countries. One man was charged.
- Operation Alpha-Gazebo was a joint Queensland Police, NCA and AFP task force targeting a specific group importing heroin into Queensland. Seventy people were arrested, and 21 importations of heroin were investigated.

## AFP TIME LINE

# 1995

### 1 July 1995

- Operation Brogue task force members intercepted a vehicle being driven by crew members of a ship recently arrived from Singapore. Heroin weighing was found in the boot. One crew member and six Asian males in Darwin and Sydney were arrested and received prison sentences between 12 and 24 years.

### In September 1995

- As a result of Operation Puritan, an Australian citizen was arrested and charged with a money laundering scheme. He was charged with conspiracy to defraud the Commonwealth of \$4,740,621. He was also charged with three counts of failing to declare \$1,961,825 taxable income, with actual tax avoided totalling \$836,657.
- A German woman was arrested at Perth Airport for importing 3kg of ecstasy inside a toy polar bear.

### In October 1995

- The AFP's management structure was revised to a four tier structure to bring it in line with the National Operations Model. Its tiers were the National Management Team, the National Priorities Group, the National Operations Team and the Regional Management Teams.



5 August 1994: Cannabis dumped at sea was recovered during Operation Caribou by French Noumea authorities assisting the AFP. – AFP Museum Collection

- Operation Gallon sought to determine the source of leaked confidential investigation information to several newspapers. The information related to alleged impropriety against a former federal senator.
- Operation Goliath resulted in the arrest of two men in Sydney after a controlled delivery of 947 grams of heroin inside wood planing machinery was sent from Melbourne to Sydney.

### 13 November 1995

- New premises for the AFP Gold Coast office were opened by the Federal Minister for Justice, Duncan Kerr.

### 14 November 1995

- Former AFP Commissioner, Peter McAulay died from a respiratory illness.

### Also in November 1995

- A painting by Ethel Carrick-Fox was reported missing from the Commonwealth Government offices in Melbourne. On loan from the National Gallery, the painting, *In a Nice Flower Market*, was valued at \$35,000. It was recovered in 1997 after being sold for \$110,000 at auction.

## AFP TIME LINE

# 1996

### January 1996

- A cannabis importation and money laundering syndicate operating between Australia, the Philippines, Thailand, Germany and the UK attempted to import 11 tonnes of cannabis into Australia. Four men were found guilty as a result of investigations in Operation Niacin and received sentences of between seven and nine years. Assets of more than \$10 million, including \$6 million in cash, were seized.

### 11 March 1996

- The AFP's Cairns office moved to 110 McLeod Street.

### 13 March 1996

- Federal Agent Steve Hill, 37, was killed in a light plane crash with three others near Albany on WA's southern coast. Federal Agent Hill, along with representatives from WA Police and Customs, and a local pilot, was flying to investigate a possible drug drop on a secluded beach 30km east of Albany.

### 26 March 1996

- ACT Region and the ACT Department of Urban Services received the Government Technology Productivity Award for the development of the Autocite hand-held terminal for traffic and parking infringement notices.
- An ACT man and his wife were



19 August 1996: AFP officers held back 2000 protesters attempting to enter Parliament House as a show of disapproval with aspects of the 1996 Federal Budget.

– AFP Museum Collection

arrested after they had received an oriental statue that had been part of a controlled delivery of heroin. Most of the drugs had been substituted by federal agents in Sydney before being delivered to their Canberra address.

### 2 April 1996

- A Belgium resident arrived at Sydney Airport on a flight from Brussels via Singapore and a Customs baggage search located a large number of packages containing approximately 70,000 ecstasy tablets (10.9kg) under the false bottoms of two suitcases. He was arrested and charged.
- Operation Diesel was an investigation into the deliberate defrauding of the ATO by the principals of a furniture company. Three people were arrested.
- The Harrison Inquiry into allegations of corruption in the AFP was completed. The allegations had been raised by the

NSW Royal Commission into Police Corruption (the Wood Inquiry).

- Operation Coltsfoot, a joint AFP–NSW Drug Enforcement Agency investigation into drug trafficking involving the Vietnamese community, resulted in the arrest of 91 people.
- The Bangkok liaison post opened.
- Darryl Williams appointed Attorney-General and Federal Minister for Justice.
- A deserter from the US Navy was sentenced to three years in prison for attempting to bring 560 grams of heroin contained in 135 condoms that he had swallowed, into Australia.
- AFP and NSW Police launched Operation Snowsafe to improve road safety awareness in people driving to and from the snowfields in the region.
- The Forensic Services facilities at

Weston were inspected by assessors from the National Association of Testing Authorities. The AFP facilities received laboratory accreditation against internationally recognised standards.

### In May 1996

- Operation Caravan was an investigation into the importation of 12kg of cocaine from Nicaragua. The drugs were concealed inside a loading ramp used to transport an antique horse carriage. An American man was arrested in Sydney's south-west.
- Operation May Pole was conducted by SAC-PAV to test the ACT region's ability to protect and then respond to an attempted assassination of a visiting dignitary.
- The Chiang Mai liaison post closed.

### In June 1996

- Police from Amsterdam arrived in Perth to exchange information on the European and Australian connections of Operation Overhead resulting in the arrest of seven people for their involvement in the importation of 716kg of ecstasy tablets from The Netherlands.
- Operation Mombasa was an investigation involving AFP officers in WA, the AFP's Overseas Liaison Officers network, Australia Post, and the National Criminal Intelligence Service in London. Six people were arrested and 1kg of amphetamine and 1800 tabs of LSD were seized. Electronic transfers of money amounting to \$150,000 and \$73,000 in cash were forfeited.

### 1 July 1996

- Targeted illicit drug testing was introduced in the AFP, along with the first stage of the new classification salary structures in which members will be rewarded for their knowledge, skills, experience and values.



## 1996

### 8 July 1996

- *The Crimes Act 1914* was amended and provided for the conducting of controlled operations by Australian law enforcement agencies.

### 19 August 1996

- AFP members held back 2000 protesters who attempted to enter Parliament House. A similar protest took place at Old Parliament House on the following day. The Prime Minister, John Howard, and Leader of the Opposition, Kim Beazley, praised AFP members' handling of the difficult situation.

### 11 September 1996

- *The Proceeds of Crime Amendment Act 1996* was passed enabling the Commonwealth to distribute proceeds of crime to a foreign country that had assisted in its recovery.

### 11 October 1996

- Operation Anthem took place when AFP, Customs, NCA and Victoria Police combined to seize 23.7kg of heroin hidden in cavities in four hand-carved wall hangings that arrived from Thailand at Melbourne's Tullamarine Airport. Three men were arrested.

### 13 November 1996

- Operation Nitric, a joint Customs and AFP operation resulted in the seizure of 5 tonnes of cannabis concealed



26 November 1996: The refurbished Australian Federal Police College was re-opened as Barton Park Training and Conference Centre. Two years later the name reverted to the original sign; Australian Federal Police College. – *AFP Museum Collection*

inside a 10-metre shipping container. The container arrived at Sydney from Cambodia and was consigned to a rope manufacturer in Ingleburn, NSW.

- Unique fossilised dinosaur footprints were cut from rocks near Broome with power tools. It was claimed that these prints provided the only evidence that stegosaurus had existed in Australia and were the only known stegosaurus prints in the world. The theft and removal of fossils is an offence under the *WA Aboriginal Heritage Act 1972* and the *Federal Protection of Moveable Cultural Heritage Act 1986*. The AFP assisted the WA Police in this investigation.

### 14 November 1996

- Northern Region's new head office

building opened in Spring Hill, Brisbane.

- A Sydney man was charged with the importation of 14kg of heroin concealed in a consignment of wood planers imported from Thailand. A controlled delivery of the drugs in Operation Dynamite led to the arrest of two men, one of whom received a 10-year prison sentence.

### 26 November 1996

- The refurbished Australian Federal Police College re-opened as Barton Park Training and Conference Centre. Two years later the name reverted to the original version.

### 13 December 1996

- Operation Molotov-Calculus took

place near the Tin Can Bay area of Queensland. Cannabis resin weighing 8.4 tonnes was seized along with the vessel *Highlander* and three off-load punts. Initially 15 people were arrested. Their sentences ranged between 10 and 14 years in prison. 5000 marijuana plants were also found at a property leased by one of the principals. Three more people were later arrested and the combined sentences of all those arrested amounted to 150 years.

- ACT Region Crime Stoppers was officially launched to cover the areas of Canberra, Queanbeyan, Bungendore, Yass, Goulburn and Cooma. The program relies on cooperation between the police, media and the general public to provide information about crimes and criminals.
- The staff of the Australian Institute of Police Management came under the terms of employment of the AFP Act.
- Sales tax avoidance of \$2.5 million resulted in a Melbourne computer wholesaler being charged. The company was estimated to have turned over more than \$12 million in stock without paying tax.
- The AFP's minister was Senator Amanda Vanstone, Minister for Justice.

## AFP TIME LINE

# 1997

### 5 January 1997

- In a joint AFP, Customs and Coastwatch operation, Operation Cyclops, approximately 10 tonnes of cannabis resin was seized from the vessel *Southern Cross*, north of Port Stephens. Three people were arrested in Australia and the mother ship, *Hiddensee*, was detained by French authorities in Noumea on 9 January. Eight crew members were arrested and extradited to Australia. The owner of *Hiddensee* was sentenced to 12 years in prison.
- The AFP developed and introduced a new information management system, Police Realtime On-line Management Information System (PROMIS), to provide a single, consistent system for documenting the progress of investigations, information collection and its subsequent retrieval.

### 21 January 1997

- The AFP Regional Traffic Team was implemented to increase police presence of the roads in the ACT.

### 28 January 1997

- Federal Agents and Australian Maritime Safety Authority members boarded the *Karen-B* after it entered an area near Booby Island (Torres Strait) without a pilot and breached the Great Barrier Reef Maritime Park Act. The Master of the ship was fined \$5000.



28 April 1997: Operation Tamarind located 78kg of heroin concealed in 168 tins of pineapples located inside a shipping container at Port Botany. – AFP Museum Collection

### 24 February 1997

- AFP and Customs found 506 blocks of cannabis, each weighing 1.2kg in a container of household furniture. A lengthy controlled operation led to the arrest of one person.

### Also in February 1997

- Compressed cannabis weighing 600kg was discovered concealed in a container of furniture from South Africa. Operation Abilene led to the arrest of a man in Sydney after he had arranged for the consignment to be transported to a storage unit.
- Deoxyribonucleic Acid (DNA) profiling was introduced into AFP Forensic Services at Weston as a routine in-house technique. Previously, samples had been sent interstate.
- Operation Flange was a joint operation by the AFP, NCA, AUSTRAC and the ATO into allegations that more than \$48 million had been

laundered and transferred overseas to avoid taxation payments in Australia. Five people were arrested. Assets to the value of \$1.131 million were also seized.

### In March 1997

- Three members of one Vietnamese family were arrested in a joint AFP–Queensland Police investigation, Operation Fibula, for heroin trafficking and money laundering. Their assets were seized, including a block of land, a Porsche and a Honda Accord. In the same operation, three Tongan nationals were sentenced to eight years in prison for attempting to smuggle packages of cocaine into Australia strapped to their thighs and chests.
- Operation Degree used the AUSTRAC database to process intelligence and resulted in 40kg of cannabis heads from South Africa being seized in a joint investigation by AFP, Customs,

NCA and South Australia Police. Four people were arrested.

- Operation Oatmeal resulted in the arrest of 21 people in relation to an Australian citizenship scam. An employee who worked in the citizenship section of Department of Immigration, Local Government and Ethnic Affairs' Rockdale office had cancelled citizenship certificates of genuine applicants and sold them, through middle men, for sums of between \$30,000 and \$80,000 per certificate.

- Operation Doona was a notable success for the Joint Asian Crime Group – a joint AFP, Customs, NCA, NSW Police and NSW Crime Commission team operating mainly out of the Sydney area.

### 28 April 1997

- Operation Tamarind involved a 60-strong team of AFP, Customs and NSW Police Drug Enforcement Agency locating 78kg of heroin concealed in 168 tins of pineapples. A shipping container at Port Botany was searched and found to contain 800 cartons, each containing 24 tins of pineapple pieces. Three arrests were made. Prison sentences of between nine and 20 years were given.

# 1997

- Operation Scallop was a joint investigation by the AFP, NSW Crime Commission and NSW Police into a conspiracy to supply \$4 million worth of cannabis heads. Three men were extradited from Victoria to NSW to face charges and \$1.5 million in assets were seized.
- A 72-year-old Melbourne woman was found guilty of defrauding the Department of Social Security of \$67,234. She was given an 18-month prison sentence which was suspended on condition that she enter into a \$1000 good behaviour bond and return the money to the Department.

## 4 May 1997

- Operation Aquatic was the investigation into the murder in Canberra of Ulrike Conway resulting in the arrest of four people, including her husband. All four were convicted and sentenced to terms of imprisonment ranging from 18 to 24 years. The case drew much media attention because of the botched attempt to make the murder appear to be a drug overdose and because her husband, John Conway, was a former AFP officer.

## Also in May 1997

- Operation Conrad was a five month investigation by the AFP, Customs,

Queensland Police, Coastwatch and the Royal Papua New Guinea Constabulary into a syndicate suspected of being involved in a guns-for-cannabis trade between Australia and PNG in the Torres Strait. Eleven people were arrested and cannabis, cash and guns were seized.

- Federal agents charged a Coff's Harbour man with sending hoax bombs through the mail. He sent two to Sir Joh Bjelke-Petersen's house, two to Bob Hawke's house, and others to the ALP Headquarters in Sydney, AFP in Canberra, the Auditor-General's office and the ACT Chief Minister's office.

- A Sydney computer salesman received a prison sentence of six years for the possession of 8.5kg of heroin. Operation Typhoon resulted in the discovery of the drugs in the luggage of two airline passengers from Singapore. These two, and others, were arrested.

- Operation Chowder resulted in the seizure of 142 counterfeit polymer \$20 bank notes that were passed in Melbourne and Sydney. The bank notes were printed on plasticised paper with a clear window area. It was believed that the bank notes had been produced by using multimedia printing technology.

- A 26-year-old Sydney computer hacker, who used the name Optik Surfer received a prison sentence of three years for fraudulently inserting data into a computer. He had hacked into an ISP's account file and distributed account names and credit card details of the company's clients.

- The AFP opened offices in Tasmania Police Headquarters in Hobart and in its Northern Headquarters in Launceston. Five federal agents were stationed in Hobart and two in Launceston.

## 7 June 1997

- During Operation Ritz approximately 483kg of cannabis resin was found in two vehicles leaving Darwin for Sydney. Two men were arrested.
- Operation Vaccine involved charging a man with 12 fraud-related tax offences with an estimated value of \$1.049 million. He was sentenced to five years in prison and \$500,000 in assets were seized.

## 16 June 1997

- The AFP's new Darwin office opened.
- The AFP worked with the Department of Immigration and Multicultural Affairs, Australian Taxation Office and the Victorian Police to investigate allegations of an illegal entry scheme

to entice women from Thailand. A Melbourne man was charged with fraud and migration-related offences.

## 13 July 1997

- Operation Quokka began the investigation into the death of 12-year-old Katie Bender who was among the crowd sprayed with building debris while watching the implosion of the Royal Canberra Hospital. Nine people were injured. Police divers searched nearby sections of the lake for five days in an attempt to retrieve the remaining debris from the demolition.

## 17 July 1997

- Operation Platypus I: Customs officers advised the AFP that they had identified drugs in 15 crates of furniture consigned from Malaysia to Sydney. After drilling part of the marble furniture they located 23.4kg of heroin. A controlled operation resulted in one arrest.

## 18 July 1997

- The 50th anniversary of the swearing in of the first woman police officer in the ACT, Alice Clarke.
- Operation Platypus II resulted in the seizure of 16kg of heroin which had been concealed in the struts of two packing cases containing glassware. A Singaporean man was arrested.



# 1997

- A German man received a five year sentence for his part in the importation of 11,000 tabs of ecstasy concealed in a toy bear. Other members of the group were arrested in Perth and received sentences of five, 14 and 16 years in prison. The drug syndicate spanned the world and the investigation resulted in 12 more arrests in Germany, with others in Italy, South America and Thailand.

## 28 July 1997

- Two US citizens arrived from Argentina via Auckland. During a Customs intuitive search, knapsacks containing 20kg of cocaine were found inside each person's suitcase. The two were arrested and charged with importing a prohibited substance. Further investigations in Operation Pita resulted in the arrest of two other US citizens at a Parramatta hotel.
- Operation Hannibal involved two consecutive controlled deliveries of 6kg of heroin concealed in truck transmission parts. Two Sydney men and two in Hong Kong were arrested and received prison sentences of six years.

## 30 July 1997

- Eighteen people were swept away in a landslide at Thredbo Alpine Village. Police and Emergency Services rescue

teams were called in from NSW and ACT. A 13-member rescue team from ACT Region played a major role in extracting the sole survivor.

## 31 July 1997

- Operation Skidoo led to the detection of 6.24kg of heroin hidden inside 23 speakers. Customs officers detected heroin in one speaker in a consignment of three cartons imported from Thailand. Federal agents mounted a controlled delivery and arrested three men in Sydney.

## Also in July 1997

- A Joint Asian Crime Group, made up of the AFP, NSW Police, National Crime Authority, Customs and NSW Crimes Commission was formed with the operational name of Operation Blade. Its objective was to provide data to the Australian Criminal Intelligence Database which could then be accessed by all Australian law enforcement agencies in the fight against Asian organised crime.
- AFP officers teamed with the Department of Immigration and Multicultural Affairs and the Navy at Ashmore Reef, in far north WA. Subsequently three Indonesian fishermen were arrested for assisting 10 Iraqis and two Algerians to enter Australia illegally.

- Members of Northern Region arrested an Australian and a New Zealander in connection with the importation of 30kg of cannabis aboard the MV *Boyne* which was intercepted in Cairns. Operation Tibia involved the resources of the AFP, Customs, Coastwatch, Queensland Police and the Royal Papua New Guinea Constabulary. Both men received prison sentences of three years.

## 4 August 1997

- Melbourne Customs advised the AFP of the arrival of a consignment of 1800 tins of water chestnuts from China. A Customs search revealed that 20 tins each contained two blocks of heroin with an estimated weight of 32kg. An AFP controlled operation, Operation Varnish, resulted in two arrests.

## Also in August 1997

- AFP Special Investigations reviewed all information concerning allegations that Konrad Kalejs had been linked to a Latvian group responsible for the deaths of a large number of Jews, Communists and Gypsies during World War II. The AFP provided a report to the DPP stating that there was insufficient evidence to warrant charges against Kalejs. The DPP agreed with the report.

## 27 August 1997

- A Customs officer was suspicious about a consignment air freighted

from Belgium. A search by AFP officers revealed 8101 ecstasy tablets weighing 1.6kg concealed inside a marine water pump during Operation Pluton. A man was arrested.

## 9 September 1997

- Information from Customs alerted the AFP to five boxes received at Clyde Mail Exchange containing wooden statues with heroin concealed inside the bases. The statues were sent from Bangkok to a Sydney address. One person was arrested and charged with possession of a prohibited import.

## 19 September 1997

- AFP officers in the ACT received information leading them to a warehouse being used as a holding area and workshop to modify stolen and imported vehicles. The imported vehicles were being registered in the ACT without complying with Australian standards. Numerous other vehicles were found to have been stolen in NSW then reappearing with ACT registration and new engine and chassis identification numbers. Over 30 vehicles were seized as a result of this investigation.
- Operation Putter resulted in the seizure of 7.4kg of ecstasy hidden inside an inflatable air mattress in a suitcase belonging to a passenger at Melbourne

## AFP TIME LINE

# 1997

Airport. Following a controlled delivery five people were arrested and \$150,000 was seized.

- Operation Mentor, an investigation into alleged Health Insurance Commission fraud, resulted in four Directors of a Sydney medical centre being summonsed to court.

### 31 October 1997

- The AFP, Customs, South Australia Police and the NCA combined in Operation Mariner-Hyde to make nine arrests and seize 13.6kg of heroin concealed in five marble pedestals air-freighted to Adelaide from Thailand.
- Operation Trampoline commenced following a referral from the ATO after it was alleged that a father and son had not disclosed income of \$4.1 million from the sale of polystyrene boxes manufactured on the family property in Shepparton.
- Operation Trellis detected the activities of three couriers who smuggled cocaine, ecstasy and heroin from Israel into Melbourne over a period of seven months. Another three people were arrested later.

### In November 1997

- Two ACT Region patrol members,



31 October 1997: AFP, Customs, South Australia Police and the NCA combined in Operation Mariner-Hyde to seize 13.6kg of heroin concealed in five marble pedestals air-freighted to Adelaide from Thailand. – AFP Museum Collection

making inquiries regarding a stolen motor vehicle, linked two men associated with the vehicle to the disappearance of two schoolgirls from Bega. As a result, the bodies of the two girls were located and the men convicted for the murders.

- Two female Australian National University law students were arrested and charged with the murder of one woman's de facto husband by putting Rohypnol in his coffee and then injecting him with a lethal dose of heroin. Based on the case, Australian author, Helen Garner, subsequently wrote *Joe Cinque's Consolation: a true story of death, grief and the law*.
- The Federal Government announced the launch of its \$100 million Tough on Drugs package. The strategy provided funding for law enforcement

authorities to introduce programs to reduce the use of drugs in Australia. The funding gave rise to the AFP Operation Avian strike teams.

### 27 November 1997

- Two hundred AFP, Queensland Police, National Crime Authority and Customs personnel took part in raids on the Gold Coast and in south-east Queensland netting 2kg of heroin, 285kg of cocaine, 2.2kg of cannabis, 600 LSD tabs and 500 ecstasy tablets in Operation Eastlake. Twenty-five people were arrested and assets valued at \$1.1 million of motor vehicles, cash and properties were seized.

### 15 December 1997

- Tuggeranong Police station opened in the ACT.

- Operation Parma was a joint operation involving the AFP and the ATO into manipulated tax files numbers and the use of fraudulent group certificates and tax returns for over \$1.3 million.

### 23 December 1997

- A new City Beat office opened in Civic, Canberra.

### Also in December 1997

- Four AFP officers were deployed to Bougainville for peacekeeping duties.
- ACT and Eastern Region officers, along with Royal Thai and Singaporean Police, combined to investigate an importation of 2.2kg of heroin into the ACT. A Thai national was arrested and sentenced to 14 years in prison.
- Operation Cleric involved AFP and ATO officers breaking a multi-million dollar tax evasion scheme in the South Australian clothing industry which had links to Melbourne-based entities.

## AFP TIME LINE

# 1998

### 7 January 1998

- The Hanoi liaison post opened.

### 21 February 1998

- Guided missile frigate, HMAS *Newcastle*, apprehended a Honduran vessel, *Big Star* which had been fishing in Australian waters off Heard and McDonald Islands. The vessel was boarded on suspicion of poaching and 250 tonnes of Patagonian Toothfish (*Dissostichus eleginoides* or Orange Roughy) were found.

### Also in February 1998

- The Prime Minister announced that Tony Ayers would undertake The Strategic Review of the Resourcing Needs of the AFP to ensure that the AFP was appropriately resourced to perform its functions.
- A woman was charged in Sydney in relation to the group tax fraud worth \$5.5 million. Operation Plaque revealed that she had done the book keeping for several false companies for her employer over the past six years.
- The AFP's Law Enforcement Cooperation Program (LECP) was initiated to provide funding and support for regional police agencies and to enhance their ability to combat transnational crime.
- A coordinated wave of simultaneous



October 1998: Operation Linnet was a land and sea operation off Port Macquarie that resulted in 390kg of heroin seized. – AFP Museum Collection

warrants was executed on houses in Canberra during Operation Canister. Police seized a large amount of cash, drugs, property and firearms and nine people were arrested.

### 16 March 1998

- The AFP received an additional \$11.816 million under the latest round of the Federal Government's national Illicit Drug Strategy, Tough on Drugs.

### 3 April 1998

- A British man was arrested and charged for his part in the importation of ecstasy and amphetamines from the UK via the postal system. Operation Fluoride investigations led to the information that he was a senior member of a well-established group which had been importing drugs into Australia for three years.

### Also in April 1998

- Mutual assistance in Operation Stark, between the UK's Middlesborough Constabulary Drug Squad and the AFP, resulted in the arrest of several people in connection with the importation of ecstasy from the UK and money laundering.
- Customs searched an incoming passenger at Perth Airport and found that he was wearing a body vest containing 3kg of ecstasy and 1kg of amphetamines. Operation Kodiak led to two other passengers, one of whom was found to have two more vests, each containing a further 2kg of ecstasy and 1kg of amphetamine tablets.

### 2 May 1998

- A Korean-registered vessel, *Ocean Vanguard*, travelled through a section of the Great Barrier Reef without a pilot.



## AFP TIME LINE

# 1998

Officers of the Australian Maritime Authority reported the incident to the AFP and the captain was charged with one offence against the Great Barrier Reef Marine Parks Act.

### 19 May 1998

- The Thursday Island Resident Agent post opened.
- Operation Stockman began when the AFP identified a suspect shipping container off-loaded from a vessel from China. The container was addressed to a business consultant in South Wentworth. AFP and Customs members found 94kg of heroin concealed in three industrial oven grillers. A controlled operation resulted in two arrests and one of the men received a life sentence for his part in the drug smuggling.

### 20 June 1998

- The Prime Minister, John Howard, launched CrimTrac, at a cost of \$50 million which included new fingerprint technology and a National Criminal Investigation DNA Database. Australian forensic laboratories agreed to a national standard for obtaining DNA profiles.

### 7 July 1998

- Operation Nimble resulted in 40 search warrants being obtained for premises



18 July 1998: Federal Agent Steve Emes, with one of the commercial ovens found to contain heroin weighing close to 91kg. – AFP Museum Collection

on eight islands in the Torres Strait. Sixteen offenders were charged with 23 offences, and four firearms were seized.

### 18 July 1998

- The AFP, in a joint operation with Customs, seized an estimated 91kg of heroin in Sydney concealed in a consignment of commercial kitchen equipment imported from China.

### 1 August 1998

- A man was arrested in Rockhampton, as a result of Operation Bonsai, for possession of four statuettes containing 7.159kg of heroin sent from Macau. A drug detection dog reacted to the parcel and the heroin was discovered.

### 15 August 1998

- Italy's most wanted criminal, Giovanni Farina, was arrested by AFP federal agents and extradited to Italy.

- Customs officials and AFP officers in Perth X-rayed boxes of frozen fish and found 2kg of heroin concealed in the fish carcasses shipped from Singapore. Four men were arrested as a result of Operation Entasis.

### In September 1998

- The Australian Taxation Office passed an investigation to the AFP into allegations of fraud against the Commonwealth. Operation Percolate found that a Sydney manager of a group of companies had defrauded the ATO of \$6.8 million over three years. He was sentenced to eight years in prison.
- Operation Odessa was a combined AFP and ATO investigation into a \$3.5 million tax fraud by the Manager and Director of a construction company and his wife. He was sentenced to 18 months in prison. She was given a one year suspended sentence.

### 13 October 1998

- First secretary of the Royal Embassy of Saudi Arabia, Abdullah Al-Ghamdi was found murdered at his apartment in the Canberra suburb of Kingston. A man and woman were charged with murder. Two men were charged with being knowingly concerned in the murder. All four were extradited to the ACT.

- A joint investigation by the AFP, NSW Police and Customs officers in Operation Goldbeck resulted in the arrest of 22 people in Sydney and Newcastle for their involvement in a major heroin distribution ring. It was alleged that they had sold more than \$5 million worth of heroin in the previous three months.

### 14 October 1998

- Operation Linnet was a land and sea operation off Port Macquarie that resulted in 390kg of heroin being seized, 18 arrests and the confiscation of a 40-metre freighter, Belize-registered, *Uniana*. The vessel had sailed from South-East Asia and dropped anchor 20 nautical miles off the NSW coast, near the township of Port Macquarie. AFP, Customs, Navy and NSW Police pounced when a smaller off-load vessel headed for the shore and landed at Grants Beach. Approximately 390kg of heroin was found in 31 sports bags hidden in

1998

the hold. AFP and Customs Officers boarded the *Uniana* and arrested the crew members. A total of 18 men were arrested. The *Uniana* was impounded and later sold. The captain was sentenced to life imprisonment and three others received prison sentences of 24 years.

- Operation Polecat was an investigation into the importation of more than 300 packages containing 35kg of ecstasy through the mail from Belgium.

**18 October 1998**

- Operation Chandelier concerned a consignment consisting of two water pumps arriving from France addressed to a business premises in the Sydney area. A Customs inspection revealed 17.2kg of ecstasy concealed within the pumps. A controlled operation resulted in the arrest of a South African-Italian citizen and an Israeli citizen. The South African man was later sentenced to 13 years in prison.
- Operation Lingo began after searches by Customs located two parcels from Indonesia containing MDMA and methylamphetamine concealed in packets of Indonesian cigarettes. Two Indonesian students were charged with importing offences.



2 December 1998: Operation Scythe was a joint operation between the AFP and the Australian Fisheries Management Authority into compliance with fishing quotas.  
– AFP Museum Collection

**11 November 1998**

- Mexico's most wanted criminal, Carlos Cabal Peniche, was arrested in Melbourne by AFP officers. He was extradited to Mexico.
- Operation Coolibah resulted in the sentencing of a man to 10 years in prison for importing 1.2kg of heroin hidden in the bottom of his suitcase.
- Operation Birthday involved officers from AFP Townsville, Immigration, Queensland Police, the ATO, Centrelink and the DPP and resulted in a large number of unlawful non-citizens being arrested, and others being charged with employing them and the subsequent fraud upon Centrelink and the ATO.

**2 December 1998**

- Operation Caspian began when a postal bomb exploded in the ACT's Fyshwick Mail Centre. The centre was evacuated and a further 21 postal bombs identified. Another six devices reached their destinations in the eastern States without detonation. A Canberra-based man was arrested four days after the discovery of the bombs.
- Operation Scythe was a joint operation between the AFP and the Australian Fisheries Management Authority into compliance with fishing quotas.
- Operation Tensor involved the importation of 200 ecstasy tablets through the Perth Mail Exchange. Two men were arrested.

**7 December 1998**

- Operation Gentle was an 11-month joint AFP-Customs operation resulting in the largest seizure of cocaine to date in Australia. It took place on a beach near Coffs Harbour and led to the seizure of almost 225kg of cocaine hidden in the runabout of an 18-metre Venezuelan ketch. Four people were arrested. They were sentenced to life imprisonment. The boat is now held in the AFP Museum's collection.

- In two separate incidences in the far north of WA, nine Indonesian fishermen were arrested for people smuggling. They had been paid to bring eight people from Bangladesh to Ashmore Reef. One boat sank and the other was confiscated.

**Also in December 1998**

- Operation Toboggan involved a controlled operation in the Sydney area and resulted in three arrests and approximately 23kg of heroin seized. The operation began when the Islamabad AFP liaison officer received information regarding heroin imported from Pakistan into Sydney.



## AFP TIME LINE

# 1999

### 11 January 1999

- A man was extradited to Australia from The Netherlands. He was regarded as the principal of the failed import of 10 tonnes of cannabis resin seized under Operation Cyclops. At the time, this was the largest seizure of cannabis in Australia.
- A Sydney man was arrested for attempting to import 649.5 grams of cocaine. He was sentenced to nine years in prison. Also part of Operation Walkman, another man was convicted for the importation of 1075 grams of cocaine and received a seven-year sentence. His father was already serving a 12-year sentence on drug-related charges.

### 18 January 1999

- A joint agency operation involving the WA Police, the AFP, Customs and the NCA resulted in the seizure of 294 grams of heroin and the arrest of a Vietnamese man.

### 29 January 1999

- Operation Magnetic began when a British citizen arrived at Brisbane International Airport from Bangkok. A Customs search located four wooden wall hangings containing 14.4kg of heroin. A controlled operation at a Sydney hotel resulted in one arrest.



17 May 1999: Operation Bronte involved the AFP and Customs boarding the coastal freighter, the *Kayuen* at Port Kembla. This was one of several large-scale, people smuggling attempts that took place around Australia in 1999 with 69 illegal immigrants found on the vessel. – AFP Museum Collection

### Also in January 1999

- A joint operation by the AFP and the Australian Taxation Office, Operation Maraca, led to the arrest of a Gold Coast man in relation to 34 counts of defrauding the Commonwealth. He received a three year sentence. The operation involved the complete dismantling of a pyramid structure designed to defraud the Commonwealth. More than 50 people were known to have joined the scheme.

### 4 February 1999

- Operation Novella began when three Singaporeans arrived at Perth airport wearing body packs that concealed 23,000 ecstasy tablets. Two other

couriers, suspected of working for the same syndicate, arrived carrying 18,000 tablets. All five were charged with importing and possessing a prohibited import.

### 15 February 1999

- The 59th Contingent left for peacekeeping duties in Cyprus, the 35th year of Australia's involvement there.

### 22 March 1999

- The AFP's largest recruit course since 1984 began studies at the AFP College. The majority of the 55 men and 31 women had tertiary qualifications and many spoke a second language.

### 23 March 1999

- The arrest of a Canadian citizen who was alleged to have been involved in a major heroin importation into Australia was announced. Officers of the Royal Canadian Mounted Police (RCMP) in Vancouver also arrested the Chinese-born Canadian citizen. AFP investigators alleged the man had been a key player in the importation of 48kg of heroin through Geraldton, WA in September 1994. This importation was the largest heroin seizure ever made in Western Australia. The arrest was the culmination of almost five years of intensive investigation by members of the AFP and RCMP.

### Also in March 1999

- Operation Alyssum, a joint AFP, NCA, Queensland Police and Customs investigation, traced the supplier of cannabis to a group operating in north Queensland and the Gold Coast. Four people were arrested.

### 2 April 1999

- The Beijing liaison post opened.

### 17 May 1999

- Operation Bronte was a month-long joint operation involving the AFP and Customs on the south coast of NSW when the coastal freighter, the *Kayuen*, was boarded at Port Kembla and revealed a cargo of 69 illegal immigrants. This was one of several large-scale, people smuggling attempts that took place around Australia in 1999. An Australian man was charged with conspiring with others to take part in the illegal immigration of non-citizens to Australia and was sentenced to 12 years in prison.

### Also in May 1999

- A German man living in Peru was found with 4kg of cocaine strapped to his waist, thighs and calves on a flight from Argentina to Sydney. He was selected



# 1999

for a Customs search as part of Operation Hibachi. He was sentenced to eight years in prison and a South American man was also charged with attempting to possess the cocaine.

## 21 June 1999

- The first 15 of 50 AFP members left Darwin to join a United Nations contingent to assist Indonesian Police during polls on the future of East Timor.

## Also in June 1999

- Commissioner Palmer and the Interpol General Secretary, Ray Kendall, signed an MoU to use the AFP's IT services to implement the Interpol South Pacific Modernisation Project.

## 1 July 1999

- A full-time Chaplain was appointed to the AFP to provide spiritual welfare to AFP members and their families.

## 11 July 1999

- A 75-year old man was arrested at Parliament House after he drove his vehicle through the front doors and threw two improvised bombs.

## Also in July 1999

- Operation Parthian resulted in the arrest of four people for their involvement in the importation of 500 grams of cocaine from Uruguay.

## 13 August 1999

- A group of 125 suspected illegal immigrants arrived at Christmas Island. The group, which included seven women and five children, arrived aboard a 30-metre Indonesian-style fishing vessel.
- The AFP Act was amended to enable compulsory drug testing of all AFP personnel.

## Also in August 1999

- A US man was arrested during Operation Illinois for his involvement in the importation of 3kg of cocaine, which had been concealed by suspending it in a cask of wine, and for laundering \$US40,000 which was the proceeds for the sale of the drugs.

## 14 September 1999

- Militia unrest led to the staged evacuation of all AFP personnel from East Timor, even though the East Timorese voted overwhelmingly in favour of independence.

## 19 October 1999

- The AFP marked its 20th anniversary in Australian federal law enforcement.

## Also in October 1999

- Operation Gantry supplied information to the New Zealand Police in relation to financial transactions. NZ Police arrested three men and charged them with importation of drugs, possession, conspiracy to supply and manufacture drugs. The principal was sentenced to four years in prison
- Couriers concealing 13kg of amphetamines in body packs arrived in Perth on a flight from Jakarta. Operation Caravel led to the arrest of three people.

## 8 November 1999

- A joint operation. Operation Figbird, involving Customs, the AFP and the Joint Asian Crime Group (JACG) found 219kg of heroin in containerised cargo that arrived in Sydney from Indonesia. The container had been identified for examination by Customs intelligence analysts, working in consultation with JACG investigators, who had been targeting people connected with the importation of an earlier suspect container. JACG officers charged two men with being knowingly concerned in the importation of heroin.

## 9 November 1999

- AFP employees endorsed the conditions set out in a new Certified Agreement.
- Operation Sack was an ACT Policing initiative aimed at decommissioning a major drug laboratory used to mass produce ecstasy within the ACT borders.
- The AFP and NCA conducted a fourteen month investigation, Operation Djura, into Southeast Asian organised crime. The operation resulted in the seizure of 124kg of MDMA and the arrest of six people in Sydney and one in Brisbane.

## 23 November 1999

- The AFP conducted its first Gay and Lesbian Contact Officer Course, with the assistance of NSW Police.

## 30 November 1999

- SAC-PAV Exercise Blue Ring was the first national counter terrorist exercise that had AFP involvement specifically written into the objectives.
- Operations Mungite, Rhapsody and Appaloosa were ACT Policing operations into different areas of the drug problem: Mungite involved a joint operation with NSW Police to combat cross-border trade in heroin and amphetamines; *Rhapsody* targeted a local heroin network; and *Appaloosa* focused on street-related drug crime. As a result of these operations 28 people were arrested, cash worth \$37,000 was seized along with firearms and drugs and \$90,000 worth of stolen property was recovered.

## Also in November 1999

- Operation Chronicle was conceived as a full-scale attack by ACT Policing on property-related crimes. Police laid 237 charges across a range of offences that included burglary, theft, unlawful possession and the possession of prohibited substances.

## AFP TIME LINE

# 2000

### 11 January 2000

- Operation Opus resulted in the seizure of 76.4kg of ecstasy tablets, 9.041kg of MDMA powder and 9.117kg of cocaine from The Netherlands. The drugs were concealed in a container of farming equipment arriving in Brisbane via Malaysia. They were estimated to have a street value of \$26.4 million.
- The refurbishment of the forensic laboratories at Weston was completed.

### 21 January 2000

- A shipment of black cocaine from Brazil was intercepted at Sydney Airport disguised as organic fertilizer in Operation Cabaret. The principal involved in the importation was sentenced to 15 years in prison.

### 24 January 2000

- The Rangoon liaison post opened.
- Additional government funding was given to the AFP to assist in the Sydney Olympics security operation. The explosive residue detection capabilities of AFP Forensic Services were significantly enhanced in time for the Olympics.

### Also in January 2000

- In Operation Bott, intelligence information from Dutch authorities led to the seizure of 50kg of MDMA



October 2000: Operation Logrunner was an international operation which netted a 357kg heroin stockpile in Fiji in October 2000. The AFP played a significant role in an international law enforcement effort. – AFP Museum Collection

in Melbourne, concealed inside seven rolls of florist paper. Two men received prison sentences of 25 and 30 years.

### 1 February 2000

- During Operation Shard, AFP and Customs officers intercepted 500kg of cocaine in a raid on a yacht, *Ngairé Wha*, at Patonga Beach. Seven people were arrested and two yachts seized. Two of the principals received life sentences.

### 23 February 2000

- A new hotel opened in the revamped Jolimont Centre in Canberra, which had been the location of the ACT Police Headquarters for many years. Acting on research by the AFP Museum, the hotel's main function rooms were named Cook, Clarke, Jones, Reid and Richards after police officers from the early days of ACT policing.

### 28 February 2000

- AFP and Customs began a joint operation, Operation Octavo, which led to the arrest of a Nigerian man in Perth and 440 grams of heroin being seized from a locker at his work place. Important information was gathered on a Nigerian/South African syndicate involved in the worldwide distribution of heroin.

### 29 February 2000

- Staff at a watercraft-inspection company became suspicious of a man after they observed that identification plates had been removed from his boat. He was later arrested and a search of his car revealed over \$22,000 in genuine and fake currency, blank cheques, mobile phones, Armani jeans, Versace trousers and shirts, antique and current coins, 90 ecstasy tablets, 90 LSD tabs, 42 grams of heroin and

16 grams of amphetamine. The boat was confirmed as stolen.

### Also in February 2000

- A Thai man was charged in Melbourne following the discovery of 1.3kg of heroin concealed inside a tombstone imported from Thailand. Federal agents launched their investigation following positive responses from Customs drug detector dogs at Melbourne Airport. The man was sentenced to six years in prison.

### 10 March 2000

- A Sydney man was charged with conspiracy to import 50kg of cocaine from Chile and sentenced to 20 years in prison. He was the principal target of Operation Dial, a joint operation with the AFP, NCA and the NSW Crime Commission.

### Also in March 2000

- A new policing arrangement was signed with the ACT Government as a result of a review into ACT Community Policing Services.

### 19 April 2000

- Thirty AFP officers took part in a welcome-home parade in Sydney for those who had served in East Timor.

### Also in April 2000

- Public complaints about the theft of mail led to the arrest of an Australia Post employee who worked at the South Parcel Centre in Kingsgrove, Sydney. A search of his home revealed goods to the value of \$200,000 and included computer equipment, CD players, watches, sunglasses, clothing, cameras and \$6000 in cash. Two vans were needed to remove all the items from his unit.
- The Joint Asian Crime Group's Operation Sparkler/Gem led to the arrest of a Sydney man who was one of Australia's most notorious heroin

## 2000

importers. He was sentenced to 40 years in prison. He was arrested with seven other members of a heroin-importing syndicate when 19kg of heroin were found in air cargo from Hong Kong. \$2 million in assets were also seized.

- Operation Greenfinch, a Joint Asian Crime Group and AFP Avian Strike Team resulted in the seizure of 14kg of heroin from a taxi and the arrest of one man.

### 12 May 2000

- A joint operation, Operation Silver Eye, between Customs and the AFP resulted in the seizure of 28kg of cocaine and the arrest of five men in Sydney. The drugs were concealed in an industrial autoclave imported from Panama.

### 23 May 2000

- Operation Stanchion led to the arrest of two men who had been involved in the importation of 16kg of MDMA in Broome. Three couriers were later arrested in Perth and another in Alice Springs. Two further arrests were made in Sydney. One man received a 16 year prison sentence.

### 26 May 2000

- AFP and WA Police assisted in the arrest of two men and the seizure of 525 grams of heroin in Operation

Mender. Subsequently, 16 other people were arrested.

### Also in May 2000

- An unemployed man appeared in a Sydney court charged with defrauding Centrelink by claiming Newstart allowances under 24 different names. He was amassing \$7300 per fortnight in fraudulent claims before he was arrested in Operation Manor.
- Operation Montego led to the seizure of 96.59kg of cocaine in a joint AFP, Customs and Queensland Police operation acting on information from US Customs. The cocaine was brought from Colombia via New Caledonia to Australia on the yacht *Sparkles Plenty* and had an estimated value of \$22.5 million. The operation resulted in the identification and seizure of assets in Australia and the US. An offender was extradited from the US to Australia to face charges.
- The ATO referred an alleged organised taxation fraud to the AFP. Over the next 18 months Operation Emporium investigated hundreds of individual tax returns fraudulently attempting to claim a total of \$2 million. Seven men, already in the WA prison system, were charged with submitting tax returns claiming refunds for credits they had fabricated.

### In June 2000

- ACT Policing mounted Operation Oslo to cut the number of stolen motor vehicles and the theft of valuables from cars. Reports of stolen cars dropped by 21 per cent over the five day period of the operation. Operation Dilute moved into a second, longer-term phase and resulted in the arrest of 275 people who were charged with 890 offences, and netted about \$125,000 in seized property.
- A bulk carrier of 39,400 tonnes, the *Star Sea Bridge*, collided with, and sank a fishing trawler, *Sue M.* off the NSW coast. The skipper of the trawler drowned but his son was rescued 24 hours after the collision. The master of the carrier was fined \$1500.
- Operation Currawong involved the AFP's Avian Strike Team and the Royal Hong Kong Police and led to the seizure of 20kg of ice and the arrest of two significant drug traffickers. The drugs were seized by the Hong Kong Police after they had observed five packages being placed in a shipping container destined for Australia.

### 3 July 2000

- The Bogotá liaison post opened.
- A three month investigation by the AFP Avian Strike Team I, in Operation Bushlark, into a syndicate of drug

traffickers led to the arrest of three men and the seizure of 3.5kg of heroin from a vehicle in Sydney.

### Also in July 2000

- Greek artefacts, including urns, jugs, pots and religious icons, dating from 400-2500 BC, were returned to their homeland at the conclusion of Operation Sussex.
- The defendant in Operation Brazil was found guilty of importing 10.3kg of heroin, concealed in four stone columns shipped from Hong Kong to his Sydney home.

### 14 August 2000

- The Minister for Justice and Customs, Senator Amanda Vanstone, opened the AFP's new Forensic Centre at Weston.

### 17 August 2000

- 317kg of cocaine was found hidden in five plastic drums when members of the AFP, NCA, Customs and South Australian Police raided a unit in Adelaide.

### Also in August 2000

- An international drug syndicate based in Rome was dismantled, 5.5 tonnes of cocaine seized and 15 search warrants were executed in Adelaide, Mildura and Melbourne following a joint operation, Operation Hellenic, by the AFP, Italian



## AFP TIME LINE

# 2000

Carabinieri, South Australian Police and Customs.

- Operation Attica was the code name given to the AFP's Olympic planning. While overall responsibility for security of the Olympic Games rested with the NSW Police, the AFP made a significant contribution to the success of the Games.

### 4 September 2000

- ACT Policing's new Mounted Police Squad began with two ACT mounted police members and horses, Platoon and Joseph, after they had all received four weeks specialised training at the NSW Police Academy at Goulburn.

### 19 October 2000

- A four month investigation, involving extensive surveillance during Operation Plexor, led to the arrest of four men and the seizure of 15kg of MDMA tablets, \$80,000 in cash, two pistols and one SKS assault rifle

### Also in October 2000

- Operation Logrunner was an international operation which netted 357kg of heroin stockpiled in Fiji.



21 December 2000: A Joint Asian Crime Group operation, Operation Octad, resulted in the seizure of 79kg of ice and 184kg of heroin found in two containers of plastic modular storage units sent from China. – AFP Museum Collection

### 9 November 2000

- Ten AFP members joined the International Peacekeeping Team sent to the Solomon Islands to establish a ceasefire.

### 17 November 2000

- The Hague liaison post opened.

### 22 November 2000

- Operation Frogmouth resulted in the seizure of 105.5kg of MDMA (worth \$13.5 million) when Customs officers found 2 17,000 tablets hidden in 940 cases of French wine. Two men were arrested.

### Also in November 2000

- Three men were arrested in Perth for importing 2kg of ecstasy and cocaine from Bali using body packs. Operation Catskill was a joint investigation between the AFP, WA Police and the

Ministry of Justice. The principal was originally sentenced to 12 years in prison, but after escaping from Bunbury Regional Prison on 5 April 2002, he was later apprehended and received extra prison time.

- The Port Vila liaison post opened.
- Operation Miner commenced in Perth. It was an investigation into a narcotics importation syndicate operating between Indonesia and Perth. Four Indonesian people were subsequently arrested and 2.3kg of ice was seized. One man was sentenced to 14 years in prison.

### 4 December 2000

- Four Indonesian crew members of the vessel *J.M. Terapung Indah* were arrested and charged in connection with the transportation of 96 illegal immigrants into Australia.

### 21 December 2000

- A Joint Asian Crime Group operation, Operation Octad, resulted in the seizure of 79kg of ice and 184kg of heroin found in two containers of plastic modular storage units sent from China. Two men were arrested in Sydney and a third in Hong Kong. The principal received a life sentence.

### 26 December 2000

- Federal agents in Melbourne investigated the sale of cricket bats and wall plaques featuring the signatures and photographs of Sir Donald Bradman. While his signatures were thought to be genuine, they had been attached to memorabilia without the approval of the Bradman Foundation and were therefore in breach of the Trade Mark Act.

### Also in December 2000

- A joint international operation involving the AFP and Dutch law enforcement agencies successfully foiled the importation of 3000kg of cannabis, 200,000 MDMA tablets, 100kg of cannabis resin, nine firearms with ammunition and a large amount of cash. Operation Redwing resulted in the search of 57 premises in Holland and the arrest of 30 people.

## AFP TIME LINE

# 2001

### 27 January 2001

- Sir Colin Woods, the AFP's inaugural commissioner, died in his sleep aged 80.

### 28 January 2001

- ACT Policing investigated the deaths of four people in a plane crash near Canberra Airport. The single-engine Beechcraft Bonanza was heading towards Tumut.

### 30 January 2001

- Senator Chris Ellison was appointed Federal Minister for Justice and Customs.
- A joint AFP–NSW Police investigation, Operation Gynea, led to the seizure of 34kg of MDMA tablets hidden inside a consignment of computer monitors from Malaysia. Two men were arrested.

### 15 February 2001

- AFP's Gold Coast office opened at Robina. The \$4 million office houses a core investigation team, a national drug strike team and support staff.
- The National Automated Fingerprint Identification System (NAFIS) was commissioned as part of the CrimTrac initiative. It uses digital and laser technology to scan fingerprints and palms into a searchable national database. It started with 2.4 million 'ten print' records, 4.8 million palm print



3 May 2001: AFP, Customs officers and Queensland Police seized 96.59kg of cocaine from a yacht, *Sparkles Plenty*, moored near Moreton Island. The street value of the haul was \$22.5 million. – AFP Museum Collection



27 July 2001: Operation Feria in Western Australia resulted in the seizure of 938kg of cocaine from the US registered vessel, *White Dove*, moored at Dulverton Bay, 700km north of Perth. Analysis revealed that 707kg of the haul was pure cocaine. – AFP Museum Collection

records and more than 180,000 latent prints from unsolved crimes.

- The CrimTrac National Criminal Investigation DNA Database (NCIDD) was officially launched.
- A former Sydney high school teacher was sentenced to 25 years in prison for the importation of cocaine, conspiring to supply cocaine and money laundering. Operation Pigment also netted a number of other people in Australia and the US, including his associate, who was sentenced to 18 years in prison.

### 21 February 2001

- Federal agents in Melbourne intercepted a truck carrying 82 bales of tobacco, weighing 100kg each, transported from Mareeba in Queensland. The tobacco was destined for the black market and would have avoided excise payment of \$2.1 million. Operation Backhoe resulted in the arrest of two men.

### Also in February 2001

- Operation Skeet was publicly launched by ACT Policing to crack down on the manufacture, supply and use of designer drugs in the ACT.

### 14 March 2001

- Commissioner Palmer retired after 34 years in policing. He was the first



## AFP TIME LINE

# 2001

Australian to be appointed to the Executive Board of Interpol.

### 23 March 2001

- A Sydney man was given a suspended 12-month prison sentence for possessing and supplying a commercial quantity of kava. The man was apprehended during Operation Indus, a joint operation by AFP, Customs, NT Police, ATO and the NT Department of Industries and Business into alleged defrauding of the ATO.

### Also in March 2001

- Operation Tourney was an investigation into the Australian-based syndicate of Nigerians who imported 400 grams of heroin and 2.5kg of cocaine. Two men were arrested.
- Operation Pataka commenced when Customs officers in Sydney targeted a shipping container from China, containing 985 cartons of tinned pineapple. They found 131kg of MDMA and 15kg of heroin in 96 tins among the 5908 tin shipment. The street value was estimated at \$34 million. The principal was sentenced to 14 years in prison for his involvement.
- The Joint Asian Crime Group's Operation Wedgebill was an investigation into the heroin trafficking activities of a group in Sydney. Ten blocks of heroin were found and an



August 2001: Operation Bluewing resulted in a 3 tonne seizure of hashish in Melbourne by the AFP, assisted by the Dubai Police. – AFP Museum Collection

Australian and a Hong Kong man were arrested. Both were sentenced to 12 years in prison.

### 2 April 2001

- Mick Keelty was sworn in as the AFP's fifth Commissioner, becoming the first Commissioner to have risen through the ranks of the AFP. He began his police career in the ACT Police in 1974.

### 3 May 2001

- AFP, Customs officers and Queensland Police seized 96.59kg of cocaine from a yacht, *Sparkles Plenty*, moored near Moreton Island. The street value of the haul was \$22.5 million.

### In June 2001

- Operation Anchorage led to a downward trend in burglaries in the ACT by 34 per cent over an eight-week period and 130 people were arrested for burglary or receiving stolen property.

- The AFP computer system, AFP NET, was connected to all overseas posts allowing Overseas Liaison Officers to access operations on PROMIS.
- Operation Everglade was an investigation into the importation of cocaine into Australia from Costa Rica. A man was arrested in Melbourne but failed to appear at the Supreme Court trial. An off-duty AFP member recognised the man on a beach at Noosa and arranged for him to be arrested and extradited to Victoria to face the court.

### 30 June 2001

- The Nicosia liaison post closed.

### 1 July 2001

- The Phnom Penh and Beirut liaison posts opened.

### 27 July 2001

- Operation Feria in Western Australia resulted in the seizure of 938kg of

cocaine from the US-registered vessel, *White Dove*, moored at Dulverton Bay, 700km north of Perth. Analysis revealed that 707kg of the haul was pure cocaine. Two US citizens and three Colombians were arrested.

### Also in July 2001

- Operation Wahoo seized more than 300kg of amphetamines and ice from a yacht moored at Mooloolaba. Two people were arrested.

### In August 2001

- Operation Bluewing resulted in a 3 tonne seizure of hashish in Melbourne by the AFP, assisted by the Dubai Police.
- Operation Targus was an investigation into the money-laundering activities of a Colombian man and his associates. Members of the syndicate had exchanged large amounts of Australian currency, possibly proceeds of drug sales, for US\$ 100 notes, which were then couriered out of the country.

### 14 August 2001

- The AFP seized 3,025kg of cannabis resin concealed in two shipping containers packed with marble tiles found on board the vessel *Mol Waratah*.

### 26 August 2001

- A Norwegian container vessel, the MV *Tampa*, responded to an Australian



## AFP TIME LINE

# 2001

Search and Rescue broadcast concerning a vessel in distress. It diverted from its course and rescued 434 people from the KM *Palapa I*, which was foundering 140km north of Christmas Island. Operation Gilgai was the AFP investigation into the Indonesian fishing vessel crew who had brought the illegal immigrants to Australia. Two men received prison sentences of four and seven years.

### 6 September 2001

- A joint AFP, NCA and Customs investigation led to the arrest of the principals of a Melbourne duty free company for their avoidance of approximately \$20 million tax on 110 million cigarettes.

### 11 September 2001

- The World Trade Centre in New York, and the Pentagon in Washington were attacked by terrorists. Australian Government agencies, including the AFP, conducted a coordinated response with measures to protect the country's interests.

### 12 September 2001

- The AFP's first Staff Opinion Analysis and Review was held. The aim of the report was to raise employee morale, motivation, communication, productivity and retention by giving staff a forum to express their opinions.



24 September 2001: Operation Pittsburgh resulted in the arrest of three men in Perth for possession of a traffickable quantity of ecstasy concealed inside a soft toy duck imported from Indonesia. One of the men was sentenced to seven years in prison. – *Courtesy of Australian Customs and Border Protection Service.*

### 24 September 2001

- Operation Pittsburgh resulted in the arrest of three men in Perth for possession of a traffickable quantity of ecstasy concealed inside a soft toy duck imported from Indonesia. One of the men was sentenced to seven years in prison.

### 28 September 2001

- Commissioner Keelty unveiled a Police Memorial at the AFP College to commemorate police officers killed while on duty. Research provided by the AFP Museum found that one Peace Officer Guard, one Commonwealth Police Officer, two Australian Capital Territory Police and four AFP officers had died on duty.

### In October 2001

- Operation Affcot, the joint NCA-AFP operation resulted in the seizure of 150kg of amphetamines in Sydney.

- Forty men and women began training for the ACT Policing Volunteers' Program.
- The AFP received information that a vessel (later known as SIEV X) carrying a large number of illegal immigrants from Indonesia to Australia, had sunk with a loss of 353 lives. An investigation led to the arrest of three people in June 2002 with a further arrest in December.
- Operation Kevlar started when US Customs officers detected cocaine in two packages at the Miami Foreign Mail Facility that were addressed to commercial premises in Sydney. The packages had been sent from St Vincent in the Caribbean. Three men were arrested in connection with this crime. One received an eight year prison sentence.

### 1 November 2001

- The Honiara liaison post opened.

### Also in November 2001

- The Joint Asian Crime Group's Operation Hebrides led to searches of a number of Sydney premises. MDMA weighing 230 grams, a small amount of heroin, jewellery, credit cards and money were seized and three people were arrested.

## AFP TIME LINE

# 2002

### 2–5 March 2002

- The Commonwealth Heads of Government (CHOGM) meeting was held at Coolool with the AFP assisting the Queensland Police with security.

### 9 March 2002

- The body of a young woman, Kathryn Grosvenor, was found in Lake Burley Griffin, Canberra. Operation Mersey led to the reward of \$100,000 being offered for information into her death. Her murder remains unsolved.
- The Australian Bomb Data Centre and Computer Forensic joined AFP Forensic Services at Weston.

### 13 March 2002

- The *Proceeds of Crime Amendment Bill 2002* was introduced in Federal Parliament as part of the Government initiative in the fight against terrorism and organised crime. The Bill allowed courts to freeze and confiscate assets where the Director of Public Prosecutions can prove that 'on the balance of probability' a person had engaged in serious criminal activity in the previous six years. No conviction is required before the confiscation of assets. New provisions also prevented criminals from selling their story to the media for profit.



15 March 2002: Customs officers found 380kg of heroin concealed in packaged rice noodles being imported from China. In a joint operation with the AFP, Operation Tabula, 240 cardboard cartons were X-rayed by Customs cargo targeting specialists who found that 27 cartons contained heroin. Three people were arrested in Brisbane. – *Courtesy of Australian Customs and Border Protection Service.*



31 March 2002: Janelle Patton was the first person to be murdered on Norfolk Island in more than 150 years. AFP officers conducted the investigation and collected 1258 sets of fingerprints in a massive voluntary fingerprinting program of residents for comparison and elimination. Investigations into Ms Patton's murder led to the arrest of a man in February 2006. – *AFP Museum Collection.*

### 15 March 2002

- Customs officers found 380kg of heroin concealed in packaged rice noodles being imported from China. In a joint operation with the AFP, Operation Tabula, 240 cardboard cartons were X-rayed by Customs cargo targeting specialists who found that 27 of them contained heroin. Three people were arrested in Brisbane.

### 31 March 2002

- Janelle Patton was the first person to be murdered on Norfolk Island in more than 150 years. AFP officers conducted the investigation and collected 1258 sets of fingerprints in a massive voluntary fingerprinting program of residents for comparison and elimination. Investigations into Ms Patton's murder led to the arrest of a man in February 2006.

### 18 April 2002

- The AFP arrested five men in connection with the importation of 12kg of cocaine into Australia. As a result of Operation Natant, a joint operation between the AFP, Brazilian Federal Police and the Indonesian National Police (INP), four more people were arrested in Brazil.
- Operation Caboolture, an investigation into a Sydney-based syndicate involved in the importation of narcotics through the international freight courier system, resulted in the arrest of eight people for importation of 1.4kg of heroin.

### Also in April 2002

- In April 2002, Commissioner Mick Keelty launched the new vision statement for the Australian Federal Police –

*To fight crime together and win.*

Commissioner Keelty noted that including the word 'together' in the new vision statement highlighted the AFP's cooperative approach to law enforcement partnerships in an effort to fight crime more effectively.



## AFP TIME LINE

# 2002

### 20 May 2002

- East Timor celebrated its first Independence Day.

### 13 June 2002

- Commissioner Keelty and Police General Da'l Bachtiar of the INP signed a Memorandum of Understanding to strengthen ties between the two organisations.

### Also in June 2002

- Operation Locarno, an investigation into the activities of a Gold Coast-based syndicate involved in the importation and distribution of heroin and MDMA, resulted in the arrest of the two principals. They were sentenced to six and nine years in prison.

### 1 July 2002

- The Australian Protective Service became an operating division following the passing of the *Australian Protective Service Amendment Bill 2002*, in order to enhance Australia's counter terrorism measures in response to the September 11 terrorist attacks in the US.

### In August 2002

- A man was sentenced to 10 years in prison for defrauding the ATO of more than \$1 million while he was working as an accountant and tax agent in Geraldton. Operation Transvaal was a joint AFP-ATO operation that started as



12 October 2002: Three bombs exploded in Bali, resulting in the deaths of 202 people, including 88 Australians. The terrorist bombings at the Sari Club, Paddy's Bar and at Renon resulted in the largest investigation ever undertaken by the Indonesian National Police, who invited the AFP to assist. The AFP assistance was called Operation Alliance with AFP Forensic Services playing a major role with explosive residue analysis and DNA profiling.  
– AFP Museum Collection

a result of information received by WA Police Crimestoppers.

### September 2002

- An operation coordinated in The Hague by the AFP's Liaison Officer stationed there resulted in the seizure of 11 kg of MDMA tablets in a consignment of paintings. Operation Gyrus led to the arrest of three Dutch men.

### 12 October 2002

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Forensic Services playing a major role with explosive residue analysis and DNA profiling. Various members of Jemaah Islamiyah, a violent Islamist group, were convicted in relation to the bombings, including three individuals who were sentenced to death.

### 19 October 2002

- The Women and Policing Globally 2002 Conference was hosted by the AFP in Canberra and attracted 660 delegates from 49 countries.

### Also in October 2002

- Operation Mondo, an investigation into a \$2.1 million tax fraud, began when the ATO referred 170 suspect taxation returns to the AFP. Six people were charged.

- The AFP provided a Forensic Services Special Projects Coordinator to assist in the establishment of the Mauritius Forensic Science Laboratory. The aim was to provide forensic science accreditation to international standards.
- Operation Zeal was the first operation involving AFP and APS members since the APS had become an operating division of the AFP. The operation was also run in conjunction with the NT Police and focused on the security requirements at Pine Gap during an anti-war protest.

### 28 October 2002

- Operation Halite, an intelligence-led campaign to reduce property crime in the ACT, resulted in a 25 per cent drop over six months. The operation resulted in the average weekly burglary rate dropping from 143 to 109.

### In November 2002

- Operation Pekoe, a joint investigation by the AFP and NSW Police into drug trafficking, resulted in the seizure of 50kg of MDMA tablets with a street value of \$12 million and led to the arrest of two people.

### 11 December 2002

- The AFP's Transnational Crime Coordination Centre opened in Canberra.

### 24 December 2002

- A joint task force of the AFP, NSW Police and the NSW Crime Commission led to the seizure of 235kg of MDMA in Sydney. The street value was estimated to be \$45 million and three men were charged.



## AFP TIME LINE

# 2003

### 1 January 2003

- The Australian Crime Commission began operations.

### 18 January 2003

- A firestorm hit Canberra killing four people and destroying 500 houses. Police and Emergency Services conducted evacuation operations. The AFP's firing range at Weston was destroyed in the fire.

### 28 January 2003

- An oil slick 100km long and one nautical mile wide was found by Great Barrier Reef Marine Park officers near the Whitsunday Islands. The Russian Captain of the vessel, *Pacific Quest*, was charged following an investigation by the AFP.

### 6 February 2003

- MDMA powder weighing 135.2kg was intercepted in shipping cargo from Rotterdam during Operation Serval. Tablets and powder with a street value of \$20 million were discovered in three shipping containers. A joint investigation by the AFP and Dutch Police led to the seizure of 2 tonnes of cannabis resin in The Netherlands and the arrest of four men in Rotterdam. A further 4 tonnes of cannabis resin were identified in Morocco awaiting shipment to Holland.



18 January 2003: A firestorm hit Canberra killing four people and destroying 500 houses. Police and Emergency Services conducted evacuation operations. The AFP's firing range at Weston was totally destroyed in the fire. – AFP Museum Collection



16 April 2003: Operation Sorbet recovered 50kg of heroin (worth \$164 million) that had been landed off the coast near Lorne, Victoria. The seizure led to the armed boarding of the vessel *Pong Su* and the arrest of 34 people. – AFP Museum Collection

### In March 2003

- Operation Leman resulted in two Vietnamese men being charged with attempting to import a consignment of 24kg of heroin concealed in fish paste. The heroin was found in 10 boxes that were part of a 358 box consignment from Cambodia. The men were sentenced to seven years in prison.
- Operation Fordo resulted in the arrest of three men for their involvement in a \$17.5 million fraud over unpaid taxes in cigarettes and alcohol.

### 16 April 2003

- Operation Sorbet recovered 50kg of heroin (worth \$164 million), which had been landed off the coast near Lorne. The seizure led to the armed boarding of the vessel *Pong Su* and the arrest of 34 people.

### Also in April 2003

- In Sydney, Operation Arcadia resulted in the seizure of 157kg of ecstasy concealed in crates imported from Germany. A controlled delivery led to the arrest of three men.
- Operation Taglia involved the discovery of 170kg of MDMA powder concealed in a shipment of freezing equipment.

### 2 May 2003

- The AFP and Customs cooperated in Operation Jabot to seize a shipment of 223kg of ice with an estimated value of \$112 million. The drug was concealed in a container of rice sticks imported from Guangzhou Province in China to Port Botany. The following day, 105kg of ice was found hidden in boxes of brown sugar in a Sydney apartment. Assets worth \$830,000 were also seized.

### 12 May 2003

- Trials began in Indonesia for those arrested in connection with the Bali bombings.

2003

**6 June 2003**

- In Operation Kyanite, ACT Policing Detectives arrested a man in connection with the murder of an Isabella Plains woman. Anna Hardwick's body was found in the bedroom of her home by family members.

**9 June 2003**

- Federal agents recovered hundreds of Chinese fossils, including 1300 dinosaur eggs at three locations in Perth.

**Also in June 2003**

- In Operation Serac the AFP's Transnational Sexual Exploitation and Trafficking Team charged two women with a number of sexual servitude offences involving a Thai woman.

**1 July 2003**

- Commissioner Keelty was presented with the Bintang Bhayangkara Utama Medal in Jakarta by the President of the Republic of Indonesia for his "outstanding efforts in furthering cooperation between the Indonesian National Police and the AFP".
- The New York liaison post opened.

**2 July 2003**

- The Australian High-Tech Crime Centre began operations to provide a national coordinated approach to



24 July 2003: The AFP component of the Regional Assistance Mission to the Solomon Islands (RAMSI) arrived in Honiara to begin Operation Helpem Fren.

– AFP Museum Collection

combating serious, complex and multi-jurisdictional high tech crimes.

**11 July 2003**

- AFP officers in Operation Tennessee arrested four people in Melbourne in connection with the sexual slavery of six Thai women.

**24 July 2003**

- The AFP component of the Regional Assistance Mission to the Solomon Islands (RAMSI) arrived in Honiara under the command of AFP Assistant Commissioner Ben McDevitt, to begin Operation Helpem Fren.

**Also in July 2003**

- AFP and Customs officers seized 115kg of ecstasy and arrested two men in a joint operation, Operation Sennet, in Wollongong. The drugs had been concealed in a shipping container of industrial equipment.

**5 August 2003**

- Following an explosion outside the Marriott Hotel in Jakarta AFP Forensic Services was invited to assist the INP with the investigation.

**24 August 2003**

- Cocaine weighing 1.97kg was seized during Operation Dulcet after Customs inspected an airfreight consignment in Sydney and found the drugs. Two men were arrested and three cars and \$71,000 were seized.

**4 October 2003**

- Operation Mannikin resulted in the seizure of 860,000 tablets hidden in agricultural machinery. The street value of the drugs was estimated to be \$60 million. Six people were arrested in Sydney and another five in Belgium.

**19 October 2003**

- The AFP Museum's exhibition, *When the Roof Became Stars*, opened at Old Parliament House by

Commissioner Keelty. The exhibition traced the Australian and international contributions to the Indonesian Police investigation into the Bali bombings.

**Also in October 2003**

- A former Australian intelligence officer was convicted of espionage after removing classified material from the Defence Intelligence Organisation and passing it to another person. Operation Verdant led to him being sentenced to two-and-a-half years in prison.
- The National Counter Terrorism Committee sponsored Operation New Deal to give ACT Policing an opportunity to refine its counter terrorism skills in conjunction with other Australian Government and ACT agencies.



## AFP TIME LINE

# 2004

### In January 2004

- Operation Vivify was a joint operation between the AFP and Customs resulting in the arrest of three men for the importation of 42.5kg of MDMA. Some of the drugs were found in a refrigerated air cargo container.

### In February 2004

- The AFP's International Deployment Group (IDG) was established. AFP members and interstate police personnel trained in Canberra before joining the IDG pool for deployment on peacekeeping missions, regional assistance missions and Law Enforcement Cooperation Programs. More than 400 AFP staff (including state police who were sworn in as AFP Special Members) deployed to Cyprus, Jordan, Nauru, Papua New Guinea, the Solomon Islands and Timor-Leste.
- Operation Logwood resulted in significant arrests, seizures and intelligence gathering by ACT Policing. Thirty-six arrests were made and heroin, cannabis, ecstasy, steroids and hydroponic equipment seized.

### In April 2004

- The AFP implemented the 'Functional Model', a new organisation structure that focused on the AFP's main operational functions and provided a higher level of national coordination and support of operational areas.



7 September 2004: The first eight members of the AFP IDG arrived in Bougainville, PNG as part of the Enhanced Cooperation Program. – AFP Museum Collection



9 September 2004: Operation Bantu was set in place when a bomb exploded outside the Australian Embassy in Jakarta. A fully-equipped multi-disciplined team was ready for deployment to Jakarta within two hours of receiving notification of the incident. – AFP Museum Collection

### 5 May 2004

- The AFP won the Gold Award and the Large Business Award in the Australian Chamber of Commerce, Industry and Business Council of Australia's National Work and Family Awards for Excellence.

### Also in May 2004

- Australia was invited to assist British and Coalition police to train Iraqi police in Jordan. Two AFP officers were subsequently deployed near the capital city of Amman.
- The Pacific Transnational Crime Coordination Centre opened in Suva and became the Pacific regional law enforcement intelligence centre for Transnational Crime Units in Fiji, Samoa, Tonga, Vanuatu, Papua New Guinea and Solomon Islands.
- Operation Deva resulted in the dismantling of a clandestine amphetamine laboratory in Suva as a result of cooperation between the AFP and agencies from Fiji, New Zealand, Malaysia, Hong Kong, China, the Philippines and the USA.

### 1 July 2004

- The APS was fully integrated and re-badged as AFP Protective Service.

### 4 July 2004

- The AFP's liaison post in Bali opened.



## 2004

### 15 July 2004

- The inaugural Commissioner's Honours and Awards were presented in the Great Hall of Parliament House.

### 27 July 2004

- AFP Assistant Commissioner Sandi Peisley was appointed Deputy Commissioner of the Royal Solomon Islands Police.

### Also in July 2004

- The AFP moved to a functional organisational structure aligned with the AFP's main operational activities. Each of 12 portfolios was headed by a National Manager required to provide a high level of operational governance and leadership and accountable to the AFP's Executive Management Board

### 6 August 2004

- Two men were charged in Canberra with possession of 585 grams of cocaine worth \$300,000, which had been imported from Brazil in a black leather folder. This was the largest haul of imported cocaine to be intercepted in the ACT.

### 7 September 2004

- The first eight members of the AFP IDG arrived in Bougainville, PNG, as part of the Enhanced Cooperation Program.

### 9 September 2004

- Operation Bantu was set in place when a bomb exploded outside the Australian



26 December 2004: As soon as the devastating impact of the Indian Ocean tsunami on Boxing Day 2004 became apparent, the AFP began preparations to provide assistance with victim identification in Thailand. – AFP Museum Collection

Embassy in Jakarta. A fully-equipped multi-disciplined team was ready for deployment to Jakarta within two hours of receiving notification of the incident.

### 30 September 2004

- Hundreds of people across Australia were charged with child sex offences following a major multijurisdictional investigation. Operation Auxin was coordinated by the Australian High Tech Crime Centre and involved the collaborative efforts of the AFP and all state and territory police agencies.

### 19 October 2004

- The AFP was awarded the Keys to the City of Canberra as part of its 25th anniversary celebrations. Celebrations and reunions took place throughout Australia and in a variety of overseas locations.

### 29 October 2004

- Two federal agents arrived in Nauru on 29 October 2004 to take up the

positions of Director of Police and Special Police Adviser.

- A Task force began in July 2003 and by November 2004 it had laid more than 550 state and federal charges, seized around 400 fraudulent identity documents and successfully prevented potential fraud estimated at more than \$50 million.

### 14 November 2004

- Customs and AFP officers in Sydney seized a massive 820kg of MDMA tablets and powder, worth around \$200 million. This was the largest ever single seizure of the drug to Australia at the time.

The drugs were found allegedly in Poland and were air freighted from Germany to Sydney on 15 October 2004.

### 18 November 2004

- In Operation Charlie Yield, more than \$3 million worth of ecstasy tablets were intercepted in a joint operation with the

AFP, Queensland Police and the Crime and Misconduct Commission. Four men were arrested.

### 18 November 2004

- Counter terrorism officers arrested a man at his Werribee home and charged him with three offences including receiving funds from a terrorist organisation. The Melbourne man was the first to be charged with these particular Criminal Code offences since the introduction of Commonwealth counter terrorism legislation in 2002 and the fifth person to be charged under this suite of legislation.

### 22 December 2004

- Protective Service Officer Adam Dunning, 26, was shot and killed in Honiara during a routine vehicle patrol. PSO Dunning was serving as part of RAMSI.

### 26 December 2004

- As soon as the devastating impact of the Indian Ocean tsunami on Boxing Day 2004 became apparent, the AFP began preparations to provide assistance with victim identification in Thailand. The initial AFP team sent to Phuket comprised more than 30 specialists including experts in forensic science, pathology and odontology, family support officers and communication support staff.

## AFP TIME LINE

# 2005

### 11 January 2005

- Police in the Solomon Islands arrested 29-year-old James Tatau in relation to the shooting murder of AFP Protective Service Officer Adam Dunning, the attempted murder of his colleague and the attempted murder of another two Participating Police Force officers. John Hen Ome, who was arrested on 24 December and James Tatau were acquitted in May 2007 of the murder.

### 1 March 2005

- The AFP Online Child Sex Exploitation Team was established in Robina, Queensland.

### 4 March 2005

- A 43 year-old Brisbane woman was arrested and charged over one of the largest Centrelink multiple-identity frauds of its type in Queensland. It was alleged that the woman defrauded the Commonwealth of more than \$595,000 over a six-year period using five false identities she allegedly created by using false driver's licences.

### 9 March 2005

- Federal agents in Melbourne seized 2 tonnes of a precursor chemical suspected to be used to manufacture ecstasy. At the time it was the largest Australian seizure of the chemical.



23 June 2005: A new \$2.8 million International Deployment Group training complex was opened by Prime Minister John Howard. The complex was purpose-built to simulate difficult living and working conditions officers could expect to encounter while on overseas missions. – AFP Museum Collection



1 October 2005: The 2005 Bali bombings involved a series of terrorist suicide bomb attacks at Jimbaran and Kuta, both in south Bali. Twenty people were killed, and 129 people injured. – AFP Museum Collection

### 15 April 2005

- More than 1 tonne of ecstasy tablets was seized and five men arrested following a joint operation by the AFP and Customs in Melbourne. This seizure, with an approximate street value of more than \$250 million, was, at the time, Australia's largest and one of the world's biggest ever single detections of the street-ready drug.

### 22 April 2005

- The AFP arrested two people and seized more than \$2 million in cash in an ongoing investigation into an international criminal money laundering syndicate.

### 6 May 2005

- The AFP arrested three Australians and one New Zealander following the execution of 14 search warrants in Brisbane and Sydney. It was alleged the two men and two women had associations with the nine Australians (the 'Bali 9') arrested by the INP in Bali on 18 April for allegedly attempting to import heroin to Australia. It is also alleged these people all travelled to Bali previously and were part of the same criminal syndicate operation as the Bali 9.

### 13 May 2005

- More than 115kg of heroin was seized and five men arrested in a joint operation by the AFP and Customs.



This seizure, the largest ever of heroin in South Australia, was the result of a 12-month investigation involving cooperation with law enforcement authorities in Belgium, the Netherlands, China and Hong Kong.

**14 May 2005**

- A Sydney man appeared in Parramatta local court, charged with attempting to import 1.2kg of heroin with a street value of approximately \$1 million. The drugs were hidden inside a package containing car parts.

**14 June 2005**

- John Davies retired as the ACT Chief Police Officer (CPO) after a policing career of more than 30 years. It was also announced that Assistant Commissioner Audrey Fagan would take up the position from 1 July 2005.

**23 June 2005**

- A new \$2.8 million International Deployment Group training complex was opened by Prime Minister John Howard.

**7 June 2005**

- A memorandum of understanding between the AFP and the Singapore Police Force was signed by the Commissioner of the Singapore Police Force, Khoo Boon Hui and Commissioner, Mick Keelty, in Singapore.



27 August 2005: Four men were arrested and approximately 400kg of ephedrine was seized as a result of a joint AFP and Customs operation into a shipment of statues from Vietnam. – *Courtesy of Australian Customs and Border Protection Service*

**16 August 2005**

- Five people appeared in court in relation to money laundering offences, following an attempted \$150 million fraud of the Commonwealth Superannuation Scheme. This followed a complex 18-month investigation by Sydney-based federal agents who liaised with financial institutions and law enforcement agencies from around the world. \$147 million of the transferred money was recovered with the outstanding \$3 million restrained, subject to court proceedings in Hong Kong.

**27 August 2005**

- A joint AFP and Customs operation resulted in the arrest of four men and the seizure of approximately 400kg of ephedrine, a pharmaceutical drug, concealed in the bases of a number of ceramic statues shipped from Vietnam.

**19 September 2005**

- More than 24kg of ecstasy tablets were seized and three men arrested following a joint operation by the AFP and Customs in Melbourne. The seizure of approximately 115,000 tablets, with a street value of around \$4.7 million, was detected by Customs at its Melbourne Container Examination Facility.

**1 October 2005**

- The 2005 Bali bombings involved a series of terrorist suicide bomb explosions in Jimbaran and Kuta, both in south Bali. Twenty people were killed, and 129 people injured. The AFP assisted the INP in the investigation.

**8 November 2005**

- As a result of a joint operation involving the AFP, NSW Police, Victoria Police, the NSW Crime Commission and ASIO, 17 people were arrested in Melbourne

and Sydney. It was alleged in court that after months of discussion, individuals had moved to the point of planning some sort of activity including the purchase of potentially dangerous materials.

**12 December 2005**

- A \$5.3 million AFP firing range at Majura, in the ACT, was opened replacing the Weston firing range, destroyed in the January 2003 bushfires. The facility was named after Federal Agent Dennis O'Mara, who had been involved in police firearms training for 24 years.

**9 December 2005**

- Protective Service officers and Northern Territory Police officers arrested six people following a protest at the Joint Defence Facility at Pine Gap. It was alleged that four members of the 'Christians Against All Terror Group' had cut through perimeter fences at the facility.

**19 December 2005**

- Federal Minister for Justice and Customs Chris Ellison announced Commissioner Keelty's reappointment as AFP Commissioner at a muster in the Solomon Islands.



## AFP TIME LINE

# 2006

### 22 January 2006

- The Online Child Sex Exploitation Team shut down its first Australian-hosted child pornography website and arrested its alleged creator.

### 1 February 2006

- Almost four years after the body of Janelle Patton was found on Norfolk Island, a New Zealand man was arrested in relation to her murder. New Zealand Police arrested Glenn McNeill near the town of Nelson on the South Island following a lengthy investigation by the AFP. McNeill was convicted on 9 March 2007 and sentenced to a maximum of 24 years in prison.

### 7 February 2006

- Three men were arrested following a joint AFP–Customs operation that located nearly 46kg of crystal methamphetamine (ice) hidden in a speedboat imported from Canada.

### 28 February 2006

- The Jakarta Transnational Crime Centre opened. The Centre was established as a joint initiative between Australia and Indonesia in the aftermath of the 2002 Bali Bombings to enhance the sharing of information on transnational crime between law enforcement agencies.



1 February 2006: Almost four years after the body of Janelle Patton was found on Norfolk Island, a New Zealand man, Glenn McNeill was arrested in relation to her murder. – AFP Museum Collection



6 April 2006: Federal agents dismantled what was suspected at the time to be the largest crystal methamphetamine (ice) laboratory discovered in Australia. A major operation across NSW and Queensland resulted in the arrest of seven people. – AFP Museum Collection

### 6 March 2006

- The first AFP contingent left for Sudan to assist the United Nations peacekeeping effort. In response to a UN request, 10 AFP members were deployed to Khartoum to join police from more than 40 countries participating in the United Nations Mission in Sudan (UNMIS) operation.

### 13 March 2006

- A joint Customs–AFP operation in Sydney resulted in the seizure of 20 litres of the dangerous drug known as gamma butyrolactone (GBL) and the arrest of a 23-year-old man.

### 23 March 2006

- The vessel *Pong Su*, seized by the AFP during a major narcotic operation in 2003, was sunk approximately 140km off the NSW South Coast of Jervis Bay following a bombing run by a Royal Australian Air Force F-111.

### 31 March 2006

- Joseph (Jack) Terrence Thomas was the first Australian to be convicted under anti-terrorism laws introduced in Australia after the September 11, 2001 attacks in the United States.

### 6 April 2006

- Federal agents dismantled what was suspected at the time to be the largest crystal methamphetamine (ice) laboratory discovered in Australia.

## 2006

A major operation across NSW and Queensland resulted in the arrest of seven people.

### 18 April 2006

- The AFP helped seize more than \$8 million worth of assets formerly controlled by Brisbane businessman Steven Hart, including a number of historic military aircraft.

### 18 April 2006

- Eight AFP officers, serving as part of the Participating Police Force (PPF) in the Solomon Islands, were injured during violent protest action in the country. The injured officers, predominantly from Canberra, were part of a 282-strong Australian contingent serving as part of RAMSI.

### 29 May 2006

- At the request of the Timor-Leste Government, a team of 45 AFP members deployed to Timor-Leste in support of the Australian Defence Force led effort to stabilise the country. This brought the number of AFP officers in the country to 57.

### 13 June 2006

- Federal agents dismantled a Sydney cocaine laboratory and arrested and charged four men and one woman with numerous drug and money laundering offences. The officers seized 6kg of cocaine in block form, 1.2 kg cocaine in powder form and \$234,000 in cash.



18 April 2006: Eight AFP officers, serving as part of the Participating Police Force (PPF) in the Solomon Islands, were injured during violent protest action in the country.  
– AFP Museum Collection

### 19 June 2006

- A joint Customs and AFP operation in Sydney seized an estimated 120kg of pseudoephedrine that had the potential to produce a large quantity of methamphetamine with a possible street value of \$22 million.

### 29 June 2006

- A joint investigation by the AFP, Customs and the INP dismantled what was possibly the largest pseudoephedrine smuggling syndicate to target Australia. There were more than 380kg of the drug involved in at least six importations, and its potential street value, if made into methamphetamine, was \$71 million.

### 30 June 2006

- A joint AFP–Customs operation in NSW and Victoria resulted in five arrests following the discovery of approximately 350kg of ecstasy tablets hidden in a shipping container of

ink. The seizure of 1.2 million ecstasy tablets had an approximate street value of \$40 million.

### 11 July 2006

- A multi-agency Australian task force dismantled one of the country's largest identity crime syndicates following a six-month operation in NSW, as part of Operation Hickey.

### 25 August 2006

- The Australian Government announced that the AFP's International Deployment Group (IDG) would be increased by about 400 personnel, taking the total to 1200. This was the largest single increase in AFP staff since the AFP was established in 1979.

### 21 September 2006

- A joint AFP–Customs operation in Queensland and NSW resulted in the discovery of \$35 million of cocaine

believed to have been imported from Canada and the arrest of six men.

### 29 September 2006

- The National Police Memorial was officially dedicated by Prime Minister John Howard. The ceremony was attended by the Minister for Justice and Customs Chris Ellison, NSW Premier Morris Iemma, state and territory police commissioners, 700 uniformed police, and several hundred friends and families of police officers.

### 7 November 2006

- As part of the Australian Government's commitment to implementing a Unified Policing Model at Australia's 11 designated airports, 30 AFP officers began duties at Melbourne Airport.

### 18 November 2006

- Thirty-four AFP members were deployed to assist the Tongan Police Force in the restoration of law and order after riots broke out in the Tongan capital Nuku'alofa.



## AFP TIME LINE

# 2007

### 26 February 2007

- The AFP became the first policing agency in the Asia-Pacific, and only the second in the Southern Hemisphere, to sign an agreement with Europol, in a move expected to significantly help in the fight against transnational crime.

### 7 March 2007

- AFP members Brice Steele and Mark Scott were two of five Australians killed among the 21 passengers who did not survive a Garuda Airlines crash landing in Yogyakarta. The Australians were travelling as part of an advance party for the visit of the Australian Minister for Foreign Affairs and Trade.

### 20 April 2007

- Assistant Commissioner Audrey Fagan was found deceased in a holiday apartment on Hayman Island, Queensland. She had been the Chief Police Officer of the ACT for the last two years of her 26 years with the AFP. On 27 April senior police officers and politicians from around Australia joined more than 1,000 mourners at her Canberra funeral. In the following months, the Australian Capital Territory Government introduced a series of scholarships in Audrey Fagan's name.



26 February 2007: The AFP became the first policing agency in the Asia-Pacific, and only the second in the Southern Hemisphere, to sign an agreement with Europol. – AFP Museum Collection



14 March 2007: AFP members Brice Steele and Mark Scott were two of five Australians afforded a repatriation ceremony at Fairbairn Airport following their deaths in the Garuda Airlines crash landing in Yogyakarta on 7 March 2007. – AFP Museum Collection

### 4 May 2007

- ACT Minister for Police and Emergency Services Simon Corbell and Commissioner Mick Keelty announced the appointment of Assistant Commissioner Andrew Hughes as the interim Chief Police Officer for the ACT.

### Also in May 2007

- Two AFP members escort Guantanamo inmate David Hicks back to Australia under the *International Transfer of Prisoner Acts 1997* (Cth.) He was transferred into custody at Yatala prison in South Australia.
- Operation Halophyte – Following a complex two-year investigation, two Melbourne men were charged with terrorism offences relating to their support of the Liberation Tigers of Tamil Eelam.
- Two men were charged following a joint AFP and Customs operation in which 25 litres of liquids containing crystal methamphetamine (ice) were seized. The two men were allegedly extracting ice from the highly flammable chemical solution in a makeshift laboratory in a hotel room in Sydney's inner west.

### 13 June 2007

- The INP announced the arrest of Abu Dujanah, the leader of terrorist group Jemaah Islamiyah's military wing, in an operation assisted by the AFP. This was



## AFP TIME LINE

# 2007

a crucial breakthrough as he had been hunted for almost five years and was believed to have been influential in the recruitment for, and expansion of, the Jemaah Islamiyah network.

### 2 July 2007

- Dr Mohamed Haneef, an Indian physician working in Australia, was arrested at Brisbane Airport on suspicion of terror-related activities. A relative, Kafeel Ahmed, and Sabeel Ahmed had attacked Glasgow International Airport only days beforehand and a mobile phone SIM card linked to Dr Haneef had been found as part of the British investigation.

### 27 July 2007

- Commissioner Keelty and Commonwealth Director of Public Prosecutions, Damian Bugg, confirmed the withdrawal of the charge of providing support to a terrorist organisation against Dr Mohamed Haneef. Commissioner Keelty said the AFP acted on advice from the DPP when it charged Dr Haneef on 13 July and now accepts the DPP's latest decision.
- ACT Policing provided a comprehensive brief of evidence and physical exhibits to Chinese police and prosecutors in the matter of Zhang Hong Jie, the 25-year-old Chinese national and



19 November 2007: Law enforcement and allied agency representatives from around the globe attended the AFP-convened International Policing Toward 2020 Conference to contemplate the nature of the society and law enforcement in the year 2020.

– AFP Museum Collection

University of Canberra student who was found murdered in a Belconnen apartment on 12 January 2005.

### Also in July 2007

- Operation Pleach – the AFP deployed 11 staff to the Northern Territory as part of the Australian Government initiative to combat child abuse. Ten members are sworn in as special members of the Northern Territory Police and one of the members is embedded into the Northern Territory Police command structure.

### 10 August 2007

- Interim Chief Police Officer for the ACT, Assistant Commissioner Andy Hughes, was appointed as Police Advisor to the United Nations Department of Peacekeeping Operations.

### 31 October 2007

- The AFP launched a new national support framework and training

package for professionals working with families of the missing persons.

### 2 November 2007

- The AFP further strengthened ties with its counterparts in China by launching the first Management of Serious Crime program based in China and officially opening AFP's third China post in Guangzhou.

### 19 November 2007

- Law enforcement and allied agency representatives from around the globe attended the AFP-convened International Policing Toward 2020 Conference to contemplate the nature of the society and law enforcement in the year 2020 and how to prepare for it.

### 13 December 2007

- A multi-agency international crime task force arrested 40 people worldwide preventing more than \$13.7 million

of ice and ecstasy reaching Australia's streets.

Internationally, law enforcement officers seized 600kg of cocaine, 111kg of methamphetamine, 83kg of ecstasy and 1200kg of precursor materials used in the production of methamphetamine and ecstasy. The Australian arm of the investigation led to the seizure of 28.6kg of crystal methamphetamine, 23kg of ecstasy tablets in Sydney and Melbourne, and made 14 arrests.

### 20 December 2007

- A nation-wide investigation by the AFP led to the arrest of 24 men on child pornography offences. The six-month investigation by the AFP Online Child Sex Exploitation Team resulted in the seizure of more than one million images, including pictures of infants and young teenagers involved in sexual acts.
- A joint AFP–Customs operation resulted in one arrest and the seizure of more than 100kg of ephedrine discovered packed inside a consignment of coffee from Cambodia. Customs officers checking air cargo at Mascot discovered the drugs and the AFP monitored the delivery of the consignment to a Greenacre address in Sydney's west and made the arrest.

This amount of precursor could potentially have made 90kg of ice with a potential street value of more than \$35 million.

## AFP TIME LINE

# 2008

### 24 January 2008

- A 26-year-old Lithuanian national faced court charged with importing approximately 28kg of amphetamines concealed within a large granite column. The drugs had a potential street value of approximately \$2.2 million.

### 11 February 2008

- Timor-Leste President Jose Ramos Horta was shot twice by rebels in Dili. Rebel leader Alfredo Reinado was killed when guards returned fire.

### 11 February 2008

- A father and son from Revesby in Sydney were charged with allegedly importing and selling tonnes of counterfeit name brand washing powder. The registered owner of the trademark referred the matter to the AFP after it discovered retailers in the Sydney metropolitan area were selling 9kg buckets of branded washing powder. Investigations led to allegations that 85 tonnes of the counterfeit product had been imported from China.

### Also in February 2008

- Operation Comity was the first operational deployment for the IDG's Operational Response Group (ORG). Following the attempt on José Ramos-Horta's life; 70 ORG members were deployed to Timor-Leste at the request of its government.



8 August 2008: A 12-month investigation by a range of law enforcement agencies resulted in the world's largest single seizure of ecstasy worth \$440 million concealed in a shipment of 3000 tomato tins. The investigation led to 16 arrests in Australia.

– *AFP Museum Collection*

### 1 March 2008

- The new AFP portfolio of High Tech Crime Operations was formed, incorporating the Australian High Tech Crime Centre, AFP Child Protection Operations, AFP Technology Enabled Crime, AFP Technical Operations and IDG Special Operations Support Teams

### 12 March 2008

- Three people faced Sydney courts after 250kg of cocaine destined for Sydney was intercepted by members of the multi-agency Joint Asian Crime Group. The consignment was the fourth largest cocaine seizure in Australian history, with an estimated street value of \$87.5 million.

### 24 April 2008

- Canberra hosted the 2008 Olympic Torch Relay requiring the presence of more than 550 sworn police members to ensure that the disruption to the relay experience on many of the overseas

legs of the relay was not repeated during the only Australian leg of the relay.

The relatively peaceful progress of the relay through Canberra's streets earned praise from a wide range of authorities including the International Olympic Committee.

### 28 April 2008

- The AFP charged a 58-year-old man over a \$100 million offshore money laundering scheme. This was the third major arrest by members of the Project Wickenby task force.

### 16 May 2008

- The AFP's Senior Liaison Office in Belgrade and the International Network contribute to the successful extradition to Australia from Greece of convicted drug trafficker Tony Mokbel.

### 3 June 2008

- A two-year investigation spanning three continents led to the arrest of 15 people

and the dismantling of a global criminal syndicate involved in the production and distribution of narcotics.

The investigation involved the AFP and the Royal Thai Police. One of two men arrested in Sydney was an assistant director with the New South Wales Crime Commission. He was charged with conspiracy to import a commercial quantity of a border controlled precursor, conspiracy to supply a large commercial quantity of a prohibited drug and conspiracy to pervert the course of justice.

It was alleged that the Sydney men were part of a conspiracy to illegally import 600kg of pseudoephedrine which had the potential to produce more than \$120 million worth of methamphetamine.

### 10 June 2008

- Customs officers at Sydney Airport's air cargo facility detected 45kg of pseudoephedrine concealed in a consignment of large glass boxes from Lebanon. The light brown powder tested positive for pseudoephedrine, a precursor chemical used in the manufacture of methamphetamine, also known as ice. The AFP arrested a Guildford man who appeared in Sydney Central Court. The drugs had an estimated street value of \$15.7 million.

### 12 June 2008

- Customs and AFP prevented more than 300kg of illegal drugs from being smuggled into Australia inside fibreglass foot spas. X-ray analysis discovered 124kg of cocaine, 66kg of methylamphetamine and 121kg of MDMA inside the base of the appliances. The estimated street value of the drugs was \$78 million.

## AFP TIME LINE

# 2008

### 20 June 2008

- One of the world's largest illegal stockpiles of the oil used as a precursor to manufacture ecstasy was incinerated in a joint operation between AFP and Cambodian authorities.

The stockpile of safrole-rich oil in Cambodia could have been used to produce 245 million ecstasy tablets with an estimated street value, in Australia, of \$7.6 billion.

### 25 June 2008

- AFP and Customs seized 45kg of pseudoephedrine with the potential to manufacture approximately \$15.7 million of the drug ice concealed in a consignment of three large glass boxes.

### 9 July 2008

- The AFP took 10 youths to London to participate in the International Youth Advisory Congress. A world first it brought together 150 youths from around the globe to develop a strategy with law enforcement agencies worldwide to ensure online safety and security for youths.

### 2 July 2008

- An operation involving Customs, the AFP and the NSW Crime Commission (NSWCC) prevented the supply of enough illegal chemicals to make methylamphetamine (ice) with an



1 December 2008: As a result of a US–Australian joint operation, three Mexican nationals, two men and one woman, faced Melbourne Magistrates Court charged with attempting to import 64.6kg of cocaine. The drugs had an estimated value of more than \$16 million.

– AFP Museum Collection

estimated street value of \$297 million and led to the arrest of three people.

The 850kg pseudoephedrine seizure was one of Australia's largest at the time.

### 14 July 2008

- Seven people faced Melbourne Magistrates Court over the attempted importation of more than 166kg of drugs concealed in a consignment of massage chairs and spa baths en route to Australia from Canada. US authorities discovered and removed the 93kg of ecstasy, 46kg of cocaine and 27kg of methylamphetamine, with an estimated Australian street value of more than \$31 million.

### 8 August 2008

- A 12-month investigation by a range of law enforcement agencies resulted in the world's largest single seizure of ecstasy. Sixteen arrests were made in Australia over the drugs, worth \$440 million,

concealed in a shipment of 3,000 tomato tins.

### 17 October 2008

- Two Indonesian nationals were charged with people smuggling offences after a vessel in their charge was detected in the Timor Sea. On board there was a crew of three and 14 passengers.

### 20 November 2008

- Following Adelaide's single largest Ice seizure, AFP and South Australia Police charged two Adelaide men and a Singapore national with the importation of more than 80kg of crystal methylamphetamine (ice) estimated to have a value of \$32 million.

AFP and South Australia Police officers executed search warrants after monitoring the consignment of drugs from Sydney. The men were arrested after they allegedly accessed the consignment.

The operation began when Customs officers at Sydney's Port Botany Container Examination Facility detected the drugs in aluminium foil packages in 40 cartons of rubber gloves, which were part of a shipment of plastic household items that arrived from China on 8 November.

### 1 December 2008

- Three Mexican nationals, two men and one woman, faced Melbourne Magistrates Court charged with attempting to import 64.6kg of cocaine. The drugs had an estimated value of more than \$16 million.

### 23 December 2008

- The report of the Clarke Inquiry into the investigation of Dr Mohamed Haneef was released, with the AFP expressing its commitment to working with the Australian Government to ensure all the Inquiry's recommendations were implemented.

### 25 December 2008

- A 45-year-old Spanish national was charged for importing approximately 2kg of ice concealed in the base of a suitcase. The seized drugs had a potential street value of \$800,000.

### 29 December 2008

- A two-year AFP operation ended after the arrest in Australia, of a man alleged to be the head of a transnational drug trafficking syndicate spanning three continents. The man was alleged to have headed a syndicate operating out of Australia, Canada and the Netherlands by conspiring to import cocaine using a large network of couriers internally concealing the drugs.



## AFP TIME LINE

# 2009

### 10 January 2009

- A 56-year-old Canadian man was arrested in Sydney for allegedly importing 10kg of cocaine hidden in forklift batteries. On 22 December 2008, Customs officers at Sydney's Port Botany container examination facility inspected a consignment from Mexico containing a forklift and found white powder in the forklift batteries that tested positive for cocaine. The AFP executed search warrants on premises in Moorebank and Bankstown and arrested one man. The drugs seized as a result of this operation had an approximate street value of more than \$2.45 million.

### 13 February 2009

- The AFP deployed 60 members of the Operational Response Group to assist the Victoria Police in the aftermath of the Black Saturday bushfires. This was the first of several waves of AFP deployments under Operation Amicus and Task Force Phoenix with the overall contribution exceeding 200 members drawn from AFP areas including ACT Policing, Forensic Services, the International Deployment Group, and members from regional offices including Sydney, Melbourne, Canberra, Brisbane and Perth.



10 January 2009: A 56-year-old Canadian man was arrested in Sydney for allegedly importing 10kg of cocaine hidden in forklift batteries. – *Courtesy of Australian Customs and Border Protection Service.*



16 February 2009: Operational Response Group members being briefed in situ on their tasks in the wake of the Black Saturday bush fires in Victoria. – *AFP Museum Collection*

### 15 February 2009

- To assist Task Force Phoenix the Indonesian government formally offered to deploy a fully trained Disaster Victim Identification team from the INP. The team arrived in Melbourne on Sunday 15 February and, on completion of the assignment, were formally thanked at a farewell function held at the AFP Melbourne office in mid March.

### In April 2009

- After receiving information from the AFP's Jakarta Post in late April which suggested an international people smuggling ring was operating from Shepparton in regional Victoria, Operation Talma unfolded quickly. Sixty-eight Afghans detained by the INP in West Java told the AFP that they paid thousands of dollars to a Shepparton man for a boat journey to Australia. Subsequent investigations in Australia confirmed a 64-year-old Shepparton man and his 21-year-old son were linked to the 68 passengers in detention.

### 6 May 2009

- Commissioner Mick Keelty announced his intention to retire from the AFP effective from 2 September 2009. This date coincided with Commissioner Keelty's 35th anniversary in policing.

**13 May 2009**

■ Detectives attached to the Joint Asian Crime Group (JACG) arrested a 41-year-old Epping man, seized more than \$1.1 million in cash, and prevented about \$25 million worth of methylamphetamine being produced in Australia. The arrest followed a multi-agency investigation into an Asian syndicate involved in the alleged importation of pseudoephedrine.

Detectives executed search warrants on Sunday 10 May, 2009, at a storage facility on Parramatta Road at Homebush as well as a home on Ray Road at Epping. At the Homebush premises, detectives located and seized about 70kg of pseudoephedrine; a precursor used in the manufacture of amphetamines, as well as about \$868,500. Detectives also located a clandestine laboratory at the Epping premises, which was dismantled.

**15 May 2009**

■ The Wilkins Review report into the AFP response to the incident at Sydney Airport on 22 March 2009 was released. The report supported the AFP's view that its response to the incident that led to the bashing death of a man in Sydney Airport Terminal 3 was timely and adequate.



4 June 2009: A forensic officer from National Crime Scenes conducting an examination on hazardous chemicals in a shipment seized as part of Operation Meranti.

– AFP Museum Collection

**1 June 2009**

■ As a result of Operation Furious, more than 10 terabytes of data was seized and 15 men charged with over 44 offences. Almost 12 months on from Operation Centurion where 141 men were charged, the AFP continued to fight this crime type with 169 people charged with 245 offences. The arrests demonstrated that no form of child abuse will be tolerated in Australia or anywhere in the world.

**4 June 2009**

■ Operation Meranti saw the AFP and Customs dismantling a major international drug trafficking syndicate with six simultaneous arrests in Sydney and Canberra. Approximately 200kg of pseudoephedrine and more than 1800 litres of precursor material concealed in a shipment of furniture from China were seized. It was estimated that this amount of pseudoephedrine

had the potential to make 150kg of methamphetamine with a street value of \$15 million.

**11 June 2009**

■ Search warrants were executed on eight Melbourne premises and four vehicles with the assistance of the ATO in connection with an alleged \$38 million tax evasion syndicate. The operation investigated an alleged syndicate, suspected of being involved in large scale tax fraud through Melbourne-based businesses.

**15 June 2009**

■ The Colombo liaison post opened

**22 June 2009**

■ People from diverse cultures in Melbourne attended the AFP-Essendon Football Club Unity Cup Family Day reinforcing mutual understanding and respect between members of different communities and

the police. Supported by a wide range of sporting, policing and community organisations, the Unity Cup provided a focus on the positive relationships that have been built between the AFP and the wider Muslim community.

**9 July 2009**

■ Three Mexican nationals were arrested by the AFP in Sydney in connection with the importation of 144kg of cocaine. The investigation into the importation began in late 2008 when a consignment originating from Mexico was identified for examination through analytical work undertaken by Customs in Sydney. Customs officers examined the consignment which contained six steel die casts, weighing approximately 4 tonnes each.

**15 July 2009**

■ For the first time in a National Missing Persons Week advertising campaign the AFP used the personal stories of four individual families to raise awareness of missing persons. The campaign began with a series of broadcast advertisements including individual family video segments illustrating the campaign's tagline 'Not knowing is like living in darkness'.





## Chapter 7: Key Facts

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# The First Thirty Years

Maps provided by AFP Geospatial Services



## KEY FACTS

# 1979–80

### Vice Regal

Governor-General  
Sir Zelman Cowen

### Government

Prime Minister  
Malcolm Fraser

Minister for Administrative Services  
John McLeay/Kevin Newman



Minister for Administrative Services  
John McLeay

### AFP Senior Officers

Commissioner  
Sir Colin Woods

Deputy Commissioner  
R. E. Kennedy

Assistant Commissioner Crime  
R. Farmer

Assistant Commissioner Operations  
A. J. Watt

Assistant Commissioner Personnel  
W. Antill<sup>1</sup> - Acting

Assistant Commissioner Services  
J. D. Reilly - Acting

Executive Officer  
J. Ireland - Acting

<sup>1</sup>: Nominal Occupant  
Assistant Commissioner J. C. Johnson attending Police Staff College. Bramshill House, Hampshire, UK.  
Source: 1980 AFP Annual Report - Page 4



Commissioner Woods congratulates former ACT Police Commissioner Reg Kennedy on being sworn in as the AFP Deputy Commissioner by Canberra Magistrate John Dainer.

### Selected Statistics

AFP Personnel 1979–80	
AFP Sworn	1114
Protective Service Component	1443
Public Service Act Staff	375
<b>Total</b>	<b>2932</b>

Source: AFP Annual Report 1979-80 p.1 & 5

Cost of AFP 1979–80	\$66.708m
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Source: AFP Annual Report 1979-80 p. 32

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

19 October 1979: Australian law enforcement officers were in three overseas locations when the AFP came into existence.



## KEY FACTS

# 1980–81

### Vice Regal

Governor-General  
Sir Zelman Cowen

### Government

Prime Minister  
Malcolm Fraser

Minister for Administrative Services  
Kevin Newman



Governor-General  
Sir Zelman Cowen

### AFP Senior Officers

Commissioner  
Sir Colin Woods

Deputy Commissioner  
Not Published

Assistant Commissioner Crime  
Not Published

Assistant Commissioner Operations  
Not Published

Assistant Commissioner Personnel  
Not Published

Assistant Commissioner Services  
Not Published

Executive Officer  
Not Published

Source: 1981 AFP Annual Report – Page 9

### Selected Statistics

#### AFP Personnel 1980–81

AFP Sworn	2020
Protective Service Component	1393
Public Service Act Staff (est)	375
<b>Total</b>	<b>3688</b>

Source: AFP Annual Report 1980–81 p.138

**Cost of AFP 1980–81**      **\$80.697m**

Source: AFP Annual Report 1980–81 p.92

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.





## KEY FACTS

# 1981–82

### Vice Regal

Governor-General  
Sir Zelman Cowen

### Government

Prime Minister  
Malcolm Fraser

Minister for Administrative Services  
Kevin Newman



Prime Minister  
Malcolm Fraser

### AFP Senior Officers

Commissioner  
Sir Colin Woods

Deputy Commissioner  
Not Published

Assistant Commissioner Crime  
Not Published

Assistant Commissioner ACT Operations  
Not Published

Assistant Commissioner National Operations  
Not Published

Assistant Commissioner Personnel and Services  
Not Published

Executive Officer Policy and Administration  
Not Published

Source: 1981–82 AFP Annual Report – Page 6

### Selected Statistics

#### AFP Personnel 1981–82

AFP Sworn	unpublished
Protective Service Component	unpublished
AFP Unsworn	unpublished
<b>Total</b>	<b>unpublished</b>

**Cost of AFP 1981–82** unpublished

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

May 1982: The Los Angeles liaison post opened.



## KEY FACTS

# 1982–83

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Special Minister of State  
Kim Beazley



Special Minister of State  
Kim Beazley

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner  
J. C. Johnson

Assistant Commissioner Investigations  
A. J. Watt

Assistant Commissioner Training  
R. Farmer

Assistant Commissioner General Policing  
P. D. McConaghy

Assistant Commissioner Personnel and Services  
J. D. Reilly

Chief Executive Officer  
S. B. Gavin

Source: 1982–83 AFP Annual Report – Page iii

### Selected Statistics

#### AFP Personnel 1982–83

AFP Sworn	2094
Protective Service Component	833
Public Service Act Staff	396
<b>Total</b>	<b>3323</b>

Source: AFP Annual Report 1982–83 p.3

#### Cost of AFP 1982–83 \$109.063m

Source: AFP Annual Report 1982–83 p.72

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

November 1982: The Wellington NZ liaison post opened.



## KEY FACTS

# 1983–84

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Special Minister of State  
Mick Young



Prime Minister  
Bob Hawke

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner Investigations  
J. C. Johnson

Deputy Commissioner Administration  
R. Farmer

Assistant Commissioner Coastal Protection Unit  
A. J. Watt

Assistant Commissioner (ACT Region)  
P. D. McConaghy

Assistant Commissioner Personnel and Services  
J. D. Reilly

Assistant Commissioner Eastern Region  
R. J. McCabe

Chief Executive Officer  
S. B. Gavin

Source: 1983–84 AFP Annual Report – Page iii

### Selected Statistics

#### AFP Personnel 1983–84

AFP Sworn	2033
Protective Service Component	878
AFP Unsworn	434
<b>Total</b>	<b>3345</b>

Source: AFP Annual Report 1983–84 p.4

#### Cost of AFP 1983–84 \$117.941m

Source: AFP Annual Report 1983–84 p.112

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

1983–84: The Washington, Islamabad and Hong Kong liaison posts opened.





## KEY FACTS

# 1984–85

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Special Minister of State  
Mick Young



Special Minister of State Mick Young  
with Commissioner Ron Grey

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner Operations  
J. C. Johnson

Deputy Commissioner Administration  
R. Farmer

Assistant Commissioner Australian Bureau of Intelligence  
A. J. Watt

Assistant Commissioner ACT Region  
P. D. McConaghy

Assistant Commissioner Training  
J. D. Reilly

Assistant Commissioner Eastern Region  
R. J. McCabe

Assistant Commissioner Investigations  
B. C. Bates

Assistant Commissioner Personnel and Services  
C. S. Winchester

Secretary to the AFP  
S. B. Gavin

Source: 1984–85 AFP Annual Report – Page iii

### Selected Statistics

#### AFP Personnel 1984–85

AFP Sworn	2838
AFP Unsworn	470
<b>Total</b>	<b>3308</b>

Source: AFP Annual Report 1984–85 p.2

#### Cost of AFP 1984–85 \$113.069m

Source: AFP Annual Report 1984–85 p.116

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

September 1984: The Manila liaison post opened

May 1985: The Singapore liaison post opened



## KEY FACTS

# 1985–86

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Special Minister of State  
Mick Young



Deputy Commissioner Administration  
J. C. Johnson

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner Administration  
J. C. Johnson

Deputy Commissioner Operations  
R. Farmer

Assistant Commissioner Australian Bureau of Intelligence  
A. J. Watt

Assistant Commissioner ACT Region  
P. D. McConaghy

Assistant Commissioner Training  
J. D. Reilly

Assistant Commissioner Northern Command  
R. J. McCabe

Assistant Commissioner Investigations  
B. C. Bates

Assistant Commissioner Personnel and Services  
C. S. Winchester

Assistant Commissioner Commander Australian Police College  
J. C. Kelly

Assistant Commissioner Southern Command  
V. A. Anderson

Secretary to the AFP  
S. B. Gavin

Assistant Secretary  
W. J. Ireland

Source: 1985–86 AFP Annual Report - Page iii

### Selected Statistics

#### AFP Personnel 1985–86

AFP Sworn	2568
AFP Unsworn	545
<b>Total</b>	<b>3113</b>

Source: AFP Annual Report 1985–86 p.3

#### Cost of AFP 1985–86 \$132.262m

Source: AFP Annual Report 1985–86 p.99

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

February 1986: The London liaison post opened.



## KEY FACTS

# 1986–87

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Special Minister of State  
Michael Tate



Deputy Commissioner Operations  
R. Farmer

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner Operations  
R. Farmer

Assistant Commissioner Investigations  
P. J. Lamb

Commander Coastal Protection Unit  
Chief Superintendent R. E. Dixon

Deputy Commissioner Administration  
J. C. Johnson

Assistant Commissioner Personnel and Training  
B. C. Bates

Internal Investigation Division  
Chief Superintendent G. L. Bruce

Assistant Commissioner Services  
I. C. Broomby

Commander ACT Command  
Assistant Commissioner P. D. McConaghy

Commander Northern Command  
Assistant Commissioner R. J. McCabe

Commander Southern Command  
Assistant Commissioner C. S. Winchester

Secretary to the AFP  
S. B. Gavin

Source: 1985–86 AFP Annual Report – Page vii

### Selected Statistics

#### AFP Personnel 1986–87

AFP Sworn	2642
AFP Unsworn	544
<b>Total</b>	<b>3186</b>

Source: AFP Annual Report 1986–87 p.3

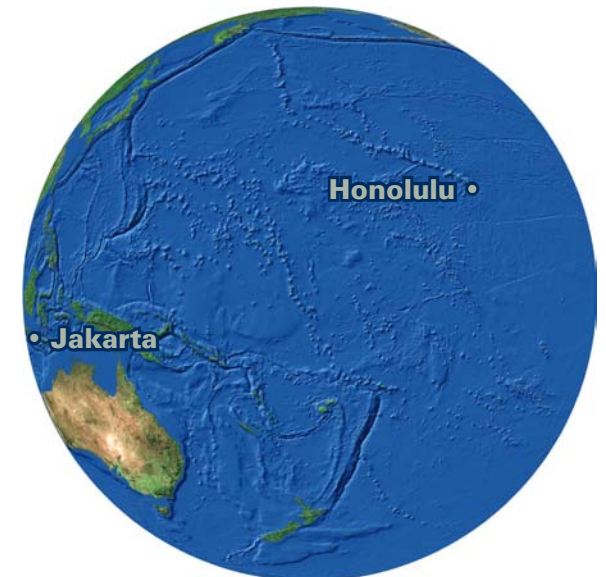
#### Cost of AFP 1986–87 \$141.305m

Source: AFP Annual Report 1986–87 p.98

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

August 1986: The Honolulu liaison post opened.

March 1987: The Jakarta liaison post closed.





## KEY FACTS

# 1987–88

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Minister for Justice  
Michael Tate



ACT Command  
Assistant Commissioner C. S. Winchester

### AFP Senior Officers

Commissioner  
Major General R. A. Grey

Deputy Commissioner Operations  
R. Farmer

Assistant Commissioner Investigations  
P. J. Lamb

ACT Command  
Assistant Commissioner C. S. Winchester

Northern Command  
Assistant Commissioner R. J. McCabe

Southern Command  
Assistant Commissioner B. C. Bates

Coastal Protection Unit  
Chief Superintendent R. E. Dixon

Deputy Commissioner Administration  
J. C. Johnson

Assistant Commissioner Personnel and Training  
vacant

Internal Investigation Division  
Chief Superintendent W. L. Antill

Assistant Commissioner Services  
vacant

Secretary to the AFP  
S. B. Gavin

Source: 1987–88 AFP Annual Report – Page vi

### Selected Statistics

#### AFP Personnel 1987–88

AFP Sworn	2713
AFP Unsworn	655
<b>Total</b>	<b>3368</b>

Source: AFP Annual Report 1987–88 p.119

#### Cost of AFP 1987–88 \$150.867m

Source: AFP Annual Report 1987–88 p.107

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

7 June 1988: The Nicosia liaison post opened



## KEY FACTS

# 1988–89

### Vice Regal

Governor-General  
Sir Ninian Stephen

### Government

Prime Minister  
Bob Hawke

Minister for Justice  
Michael Tate



Commissioner  
R (Peter) McAulay

### AFP Senior Officers

Commissioner  
R. McAulay

Deputy Commissioner Operations  
Not Published

Assistant Commissioner Investigations  
Not Published

Assistant Commissioner ACT Region  
Not Published

Assistant Commissioner Eastern Region  
Not Published

Assistant Commissioner Southern Region  
Not Published

Assistant Commissioner Northern  
Not Published

Commander Central Region  
Not Published

Commander Western Region  
Not Published

Deputy Commissioner Administration  
Not Published

Associate Commissioner Coordination and Resources  
Not Published

Assistant Commissioner Personnel and Training  
Not Published

Assistant Commissioner Services  
Not Published

Commander Internal Investigations  
Not Published

Commander Industrial Relations  
Not Published

Commander Executive Audit and Support  
Not Published

Source: 1988–89 AFP Annual Report – Page 3

### Selected Statistics

#### AFP Personnel 1988–89

AFP Sworn 2532

AFP Unsworn 656

**Total 3188**

Source: AFP Annual Report 1988–89 p.111

#### Cost of AFP 1988–89

**\$161.476m**

Source: AFP Annual Report 1988–89 p.137

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

February 1989: The Buenos Aires liaison post opened.



## KEY FACTS

# 1989–90

### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Bob Hawke

Minister for Justice and Consumer Affairs  
Michael Tate



Minister for Justice and Consumer Affairs  
Michael Tate

### AFP Senior Officers

Commissioner  
R. McAulay AO QPM

Deputy Commissioner Operations  
R. Farmer APM QPM

Assistant Commissioner Investigations  
P. J. Lamb APM

Assistant Commissioner ACT Region  
B. C. Bates APM

Assistant Commissioner Northern Region  
W. L. Antill APM

Assistant Commissioner Eastern Region  
I. C. Broomby APM

Assistant Commissioner Southern Region  
W. N. Williams QPM

Commander Central Region  
M. R. Blaylock

Commander Western Region  
T. H. Dales

Commander Protection Division  
R. E. Dixon

Commander Operations Coordination Division  
W. J. Stoll

Deputy Commissioner Administration  
J. C. Johnson APM QPM

Associate Commissioner Corporate Affairs  
S. B. Gavin

Assistant Commissioner Personnel and Training  
P. G. Dawson APM

Assistant Commissioner Services  
P. W. Baer APM

Commander Internal Security & Audit Division  
A. M. Whiddett APM

Commander Industrial Relations Division  
R. G. Leffers (acting)

Officer in Charge Administrative Law Branch  
G. Davidson QPM

Source: 1989–90 AFP Annual Report – Page 5

Note: Honours are attributed as written in the original annual reports – not all the reports list individual post nominals.

### Selected Statistics

#### AFP Personnel 1989–90

AFP Sworn	2401
AFP Unsworn	717
<b>Total</b>	<b>3118</b>

Source: AFP Annual Report 1989–90 p.127

#### Cost of AFP 1989–90 \$214.885m

Source: AFP Annual Report 1989–90 p.156

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

13 January 1990: The Chiang Mai liaison post opened  
February 1990: The Rome liaison post opened





## KEY FACTS

# 1990–91

### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Paul Keating

Minister for Justice and Consumer Affairs  
Michael Tate



Paul Keating  
Prime Minister of Australia

### AFP Senior Officers

- Commissioner  
R. McAulay AO QPM
- Deputy Commissioner Operations  
R. Farmer APM QPM
- Assistant Commissioner Investigations  
I. C. Broomby APM
- Assistant Commissioner ACT Region  
B. C. Bates APM
- Assistant Commissioner Northern Region  
W. L. Antill APM
- Assistant Commissioner Eastern Region  
P. W. Baer APM
- Assistant Commissioner Southern Region  
W. N. Williams QPM
- Commander Central Region  
D. McCulloch
- Commander Western Region  
T. H. Dales
- Commander Protection Division  
A. J. Mills AM
- Commander Operations Coordination Division  
W. J. Spurling
- Deputy Commissioner Administration  
J. C. Johnson APM QPM
- Associate Commissioner Corporate Affairs  
S. B. Gavin
- Assistant Commissioner Personnel and Training  
P. G. Dawson APM
- Assistant Commissioner Services  
A. M. Whiddett
- Commander Internal Security & Audit Division  
J. D. Allen
- Commander Industrial Relations Division  
G. Davidson QPM
- Officer in Charge Administrative Law Branch  
P. M. Jones

Source: 1990–91 AFP Annual Report – Page 7

### Selected Statistics

#### AFP Personnel 1990–91

AFP Sworn	2543
AFP Unsworn	674
<b>Total</b>	<b>3217</b>

Source: AFP Annual Report 1990–91 p.137

#### Cost of AFP 1990–91

**\$211.163m**

Source: AFP Annual Report 1990–91 p.157

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 1991-92

### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Paul Keating

Minister for Justice  
Michael Tate



Deputy Commissioner Operations  
B. Bates APM

## AFP Senior Officers

- Commissioner  
R. McAulay AO QPM
- Deputy Commissioner Operations  
B. Bates APM
- Assistant Commissioner Investigations  
I. C. Broomby
- Assistant Commissioner ACT Region  
P. Dawson APM
- Assistant Commissioner Northern Region  
W. L. Antill
- Assistant Commissioner Eastern Region  
P. W. Baer APM
- Assistant Commissioner Southern Region  
W. N. Williams QPM
- Commander Central Region  
D. McCulloch
- Commander Western Region  
T. H. Dales
- Commander Protection Division  
A. J. Mills AM
- Commander Operations Coordination Division  
W. J. Spurling
- Deputy Commissioner Administration  
A. M. Whiddett APM (acting)
- Associate Commissioner Corporate Affairs  
S. B. Gavin
- Assistant Commissioner Science  
J. D. Allen

Source: AFP Annual Report 1991-92 p.7

## Selected Statistics

### AFP Personnel 1991-92

AFP Sworn	2453
AFP Unsworn	701
<b>Total</b>	<b>3154</b>

Source: AFP Annual Report 1991-92 p.147

### Cost of AFP 1991-92

**\$224.004m**

Source: AFP Annual Report 1991-92 p.197

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 1992–93

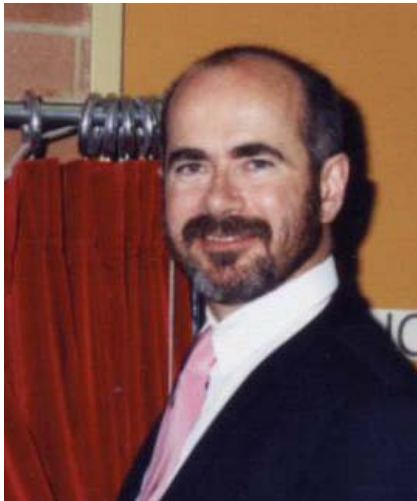
### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Paul Keating

Minister for Justice  
Duncan Kerr



Minister for Justice and Customs  
Duncan Kerr

### AFP Senior Officers

Commissioner  
R. McAulay AO QPM

Deputy Commissioner Operations  
B. Bates APM

Assistant Commissioner Investigations  
J. Valentin

Assistant Commissioner ACT Region  
P. Dawson APM

Assistant Commissioner Northern Region  
W. L. Antill

Assistant Commissioner Eastern Region  
P. W. Baer APM

Assistant Commissioner Southern Region  
W. N. Williams QPM

Commander Central Region  
D. McCulloch

Commander Western Region  
R. Leffers APM

Commander Protection Division  
A. J. Mills AM

Operations Policy and Support  
D. Blizzard

Deputy Commissioner Administration  
A. M. Whiddett APM

Associate Commissioner Corporate Affairs  
S. B. Gavin

Assistant Commissioner Science  
J. D. Allen

Source: AFP Annual Report 1992–93 p.8

### Selected Statistics

#### AFP Personnel 1992–93

AFP Sworn	2394
AFP Unsworn	666
<b>Total</b>	<b>3060</b>

Source: AFP Annual Report 1992–93 p.147

#### Cost of AFP 1992–93 \$220.983m

Source: AFP Annual Report 1992–93 p.200

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

December 1992: The Jakarta liaison post re-opened.  
January 1993: The Wellington NZ liaison post closed.  
June 1993: The Honolulu liaison post closed.





## KEY FACTS

# 1993–94

### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Paul Keating

Minister for Justice  
Duncan Kerr



Deputy Commissioner Operations  
A. Whiddett APM

### AFP Senior Officers

Commissioner  
M. Palmer APM

Deputy Commissioner Operations  
B. Bates APM

Assistant Commissioner Investigations  
A. Mills AM

Assistant Commissioner ACT Region  
P. Dawson APM

Assistant Commissioner Northern Region  
W. L. Antill

Assistant Commissioner Eastern Region  
P. W. Baer APM

Assistant Commissioner Southern Region  
J. Valentin

Commander Central Region  
D. McCulloch

Commander Western Region  
R. Leffers APM

Commander Protection  
M. Vincent

Operations Policy and Support  
P. Brown APM (acting)

Deputy Commissioner Administration  
A. M. Whiddett APM

Associate Commissioner Corporate Affairs  
S. B. Gavin

Assistant Commissioner Science  
J. D. Allen

Source: AFP Annual Report 1993–94 p.4

### Selected Statistics

#### AFP Personnel 1993–94

AFP Sworn	2302
AFP Unsworn	647
<b>Total</b>	<b>2949</b>

Source: AFP Annual Report 1993–94 p.82

#### Cost of AFP 1993–94 \$237.078m

Source: AFP Annual Report 1993–94 p.101

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

May 1994: The Islamabad liaison post opened.



## KEY FACTS

# 1994–95

### Vice Regal

Governor-General  
William Hayden

### Government

Prime Minister  
Paul Keating

Minister for Justice  
Duncan Kerr



Deputy Commissioner  
Jim Allen

### AFP Senior Officers

Commissioner  
M. Palmer APM

Deputy Commissioner Operations  
A. Whiddett APM

Assistant Commissioner Investigations  
A. Mills AM

Assistant Commissioner ACT Region  
P. Dawson APM

Assistant Commissioner Northern Region  
W. L. Antill

Assistant Commissioner Eastern Region  
P. W. Baer APM

Assistant Commissioner Southern Region  
J. Valentin

Commander Central Region  
P. Donaldson

Commander Western Region  
A. Brown

Commander Protection  
M. Vincent

Operations Policy and Support  
P. Brown APM (acting)

Deputy Commissioner Administration  
(also OIC ACT Region)  
J. Allen APM

Associate Commissioner Corporate Affairs  
S. B. Gavin

Assistant Commissioner Science & Technology  
Dr R. Wood (acting)

Source: AFP Annual Report 1994–95 p.6

Note: Honours are attributed as written in the original annual reports – not all the reports listed individual post nominals.

### Selected Statistics

#### AFP Personnel 1994–95

AFP Sworn	2291
AFP Unsworn	672
<b>Total</b>	<b>2963</b>

Source: AFP Annual Report 1994–95 p.93

#### Cost of AFP 1994–95 \$274.835m

Source: AFP Annual Report 1994–95 p.115

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

September: The Port Moresby liaison post opened.



## KEY FACTS

# 1995–96

### Vice Regal

Governor-General  
Sir William Deane

### Government

Prime Minister  
John Howard

Attorney-General and Minister for Justice  
Daryl Williams



Attorney-General and Minister for Justice  
Daryl Williams

### AFP Senior Officers

Commissioner  
M. Palmer APM

Deputy Commissioners  
J. Allen APM  
A. Whiddett APM

Assistant Commissioner ACT Region  
B. Stoll

General Manager Central Region  
P. Donaldson

General Manager Corporate Services  
Chris Whyte

General Manager Eastern Region  
P. W. Baer APM

General Manager Executive Support  
S. B. Gavin

General Manager Forensic Services  
James Robertson

General Manager National Operations  
A. Mills AM

General Manager Northern Region  
W. L. Antill APM

General Manager Professional Development  
Rod Leffers

General Manager Protective Services  
John Davies

General Manager Southern Region  
Nigel Hadgkiss

General Manager Technical Support  
Barry Matson

General Manager Western Region  
Arthur Brown

Source: AFP Annual Report 1995–96 p.6

### Selected Statistics

#### AFP Personnel 1995–96

AFP Sworn	2117
AFP Unsworn	655
<b>Total</b>	<b>2772</b>

Source: AFP Annual Report 1995–96 p.81

#### Cost of AFP 1995–96

**\$245.227m**

Source: AFP Annual Report 1995–96 p.107

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

April 1996: The Bangkok liaison post opened.  
May 1996: The Chiang Mai liaison post closed.





## KEY FACTS

# 1996–97

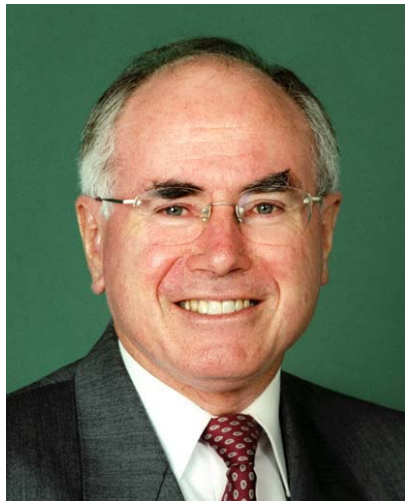
### Vice Regal

Governor-General  
Sir William Deane

### Government

Prime Minister  
John Howard

Minister for Justice  
Amanda Vanstone



Prime Minister  
John Howard

### AFP Senior Officers

Commissioner and Chief Police Officer for the ACT  
Mick Palmer

Assistant Commissioner ACT  
Bill Stoll

General Manager Scientific & Technical System & Management  
Phil Baer

Deputy Commissioner  
Adrien Whiddett

General Manager Central Region  
Sandi Peisley

General Manager Eastern Region  
Bob McDonald

General Manager Northern Region  
Mick Keely

General Manager Southern Region  
Nigel Hadgkiss

General Manager Western Region  
Andy Wells

General Manager National Operations  
Alan Mills

Deputy Commissioner  
Jim Allen

General Manager Corporate Strategy and Communications  
Chris Whyte

General Manager Professional Development  
Rod Leffers

General Manager Protective Security  
John Davies

Source: AFP Annual Report 1996–97 p.vi

### Selected Statistics

#### AFP Personnel 1996–97

AFP Sworn	2027
AFP Unsworn	640

<b>Total</b>	<b>2667</b>
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Source: AFP Annual Report 1996–97 p.104

<b>Cost of AFP 1996–97</b>	<b>\$281.427m</b>
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Source: AFP Annual Report 1996–97 p.127

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 1997–98

### Vice Regal

Governor-General  
Sir William Deane

### Government

Prime Minister  
John Howard

Minister for Justice  
Amanda Vanstone



General Manager Central Region  
Sandi Peisley

### AFP Senior Officers

Commissioner and Chief Police Officer for the ACT  
Mick Palmer

Assistant Commissioner ACT  
Bill Stoll

General Manager Scientific & Technical System &  
Management  
Phil Baer

General Manager Corporate Strategy and  
Communications  
Chris Whyte

General Manager Professional Development  
Rod Leffers

General Manager Protective Security  
John Davies

Deputy Commissioner  
Adrien Whiddett

General Manager Central Region  
Sandi Peisley

General Manager Eastern Region  
Bob McDonald

General Manager Northern Region  
Mick Keelty

General Manager Southern Region  
Nigel Hadgkiss

General Manager Western Region  
Andy Wells

General Manager National Operations  
Alan Mills

Source: AFP Annual Report 1997–98 p.vi

### Selected Statistics

#### AFP Personnel 1997–98

AFP Sworn	1931
AFP Unsworn	618

<b>Total</b>	<b>2549</b>
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Source: AFP Annual Report 1997–98 p.114

<b>Cost of AFP 1997–98</b>	<b>\$278.430m</b>
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Source: AFP Annual Report 1997–98 p.137

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

7 January 1998: The Hanoi liaison post opened.



## KEY FACTS

# 1998–99

### Vice Regal

Governor-General  
Sir William Deane

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Amanda Vanstone



Chief Operating Officer  
James Kelaher

### AFP Senior Officers

Commissioner  
Mick Palmer

Deputy Commissioner  
Adrien Whiddett

Chief Operating Officer  
James Kelaher

General Manager National Operations  
Mick Keelty

General Manager Eastern Region  
Bob McDonald

General Manager Northern Region  
Simon Overland

General Manager Southern Region  
Nigel Hadgkiss

General Manager Western Region  
John Davies

General Manager Protective Security  
Denis McDermott

Assistant Commissioner &  
Chief Police Officer for the ACT  
Bill Stoll

Source: AFP Annual Report 1998–99 p.vi

### Selected Statistics

#### AFP Personnel 1998–99

AFP Sworn	1887
AFP Unsworn	714
<b>Total</b>	<b>2517</b>

Source: AFP Annual Report 1998–99 p.98

#### Cost of AFP 1998–99 \$274.878m

Source: AFP Annual Report 1998–99 p.107

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

2 April 1999: The Beijing liaison post opened.





## KEY FACTS

# 1999–2000

### Vice Regal

Governor-General  
Sir William Deane

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Amanda Vanstone



Minister for Justice and Customs  
Amanda Vanstone

### AFP Senior Officers

Commissioner  
Mick Palmer

Deputy Commissioner  
Adrien Whiddett

Chief Operating Officer  
James Kelaher

General Manager National Operations  
Mick Keelty

General Manager Northern Operations  
Tony Negus

General Manager Eastern Region  
Bob McDonald

General Manager Southern Region  
Nigel Hadgkiss

General Manager Western Region  
John Davies

General Manager Corporate Strategy and  
Communications  
Chris Whyte

General Manager Professional Development  
Rod Leffers

Assistant Commissioner and Chief Police Officer of  
the ACT  
Bill Stoll

General Manager Finance and People Management  
Simon Overland

General Manager Protective Security  
John Lawler

Source: AFP Annual Report 1999–2000 p.2

### Selected Statistics

#### AFP Personnel 1999–2000

AFP Sworn	1976
AFP Unsworn	662
<b>Total</b>	<b>2638</b>

Source: AFP Annual Report 1999–2000 p.91

#### Cost of AFP 1999–2000

**\$353.806m**

Source: AFP Annual Report 1999–2000 p.98

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

24 January 2000: The Rangoon liaison post opened



## KEY FACTS

# 2000-01

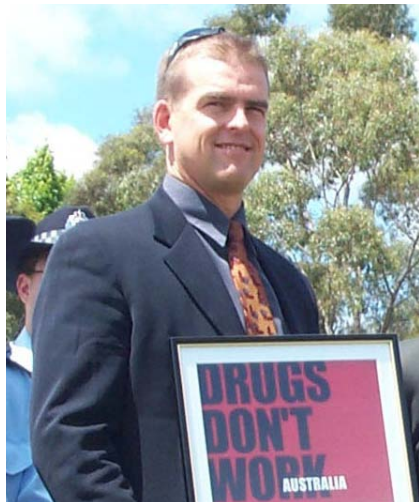
### Vice Regal

Governor-General  
Dr Peter Hollingworth

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



Chief Operating Officer  
Simon Overland

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner  
Vacant

Chief Operating Officer  
Simon Overland

Chief Police Officer for the ACT  
John Murray

General Manager Southern Region  
Graham Ashton

General Manager Western Region  
Steve Jackson

General Manager Eastern Region  
John Lawler

General Manager Northern Operations  
John Davies

General Manager International and Federal Operations  
Andy Hughes

General Manager Policy and Commercial  
Chris Whyte

General Manager People and Finance  
Marion Cowden

General Manager Protective Security  
Audrey Fagan

Source: AFP Annual Report 2000-2001 p.7



### Selected Statistics

#### AFP Personnel 2000-01

AFP Sworn	2032
AFP Unsworn	819
<b>Total</b>	<b>2851</b>

Source: AFP Annual Report 2000-01 p.107

#### Cost of AFP 2000-01

**\$370.603m**

Source: AFP Annual Report 2000-01 p.118

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

3 July 2000: The Bogota liaison post opened.

November 2000: The Hague liaison post opened.

November 2000: Port Vila liaison post opened.

30 June 2001: The Nicosia liaison post closed.

## KEY FACTS

# 2001–02

### Vice Regal

Governor-General  
Dr Peter Hollingworth

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



General Manager People and Finance  
Marion Cowden

### AFP Senior Officers

Commissioner  
Mick Keelty  
Chief Operating Officer  
Simon Overland

Deputy Commissioner  
John Davies

Chief Police Officer for the ACT  
John Murray

General Manager Eastern  
John Lawler

General Manager Northern  
Mark Ney

General Manager Southern  
Graham Ashton

General Manager Western  
Steve Jackson

General Manager International  
Shane Castles

General Manager National  
Ben McDevitt

General Manager People and Finance  
Marion Cowden

General Manager Policy and Commercial  
Chris Whyte

General Manager Protective Security  
Dennis McDermott

Source: AFP Annual Report 2001–2002



### Selected Statistics

#### AFP Personnel 2001–02

AFP Sworn	2043
AFP Unsworn	1008
<b>Total</b>	<b>3051</b>

Source: AFP Annual Report 2001–02 p. 128

#### Cost of AFP 2001–02

**\$ 408.584m**

Source: AFP Annual Report 2001–02 p. 144

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

1 July 2001: The Phnom Penh and Beirut liaison posts opened.

1 November 2001: The Honiara liaison post opened

January 2002: Rome liaison post closed.





## KEY FACTS

# 2002-03

### Vice Regal

Governor-General  
Dr Peter Hollingworth

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



Chief Police Officer for the ACT  
John Murray

### AFP Senior Officers

- Commissioner  
Mick Keelty
- Deputy Commissioner  
John Davies
- Chief Operating Officer  
Trevor Van Dam
- Chief Police Officer For The Act  
John Murray
- Executive Director  
Audrey Fagan
  
- General Manager Human Resources  
Mark Ney
- General Manager International  
Shane Castles
- General Manager National  
Vacant
- General Manager Northern  
Barry Turner
- General Manager Southern  
Graham Ashton
- General Manager Western  
Nick Anticich
- General Manager Counter Terrorism  
Ben McDevitt
- General Manager Eastern  
Tony Negus
- General Manager Executive Services  
John Lawler
- General Manager Forensics  
James Robertson
- General Manager Policy And Commercial  
Chris Whyte
- General Manager Protective And Guarding  
Steve Jackson

Source: AFP Annual Report 2002-2003 p.7

### Selected Statistics

AFP Personnel 2002-03	
AFP Sworn	2297
AFP Unsworn	1,199
<b>Total</b>	<b>3496</b>
Australian Protective Service	1091
<b>Total</b>	<b>4755</b>

Source: AFP Annual Report 2002-03 p.203

Cost of AFP 2002-03	\$584.190m
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Source: AFP Annual Report 2002-03 p.222

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 2003–04

### Vice Regal

Governor-General  
Major General Michael Jeffery

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



Chief Police Officer for the ACT  
John Davies

### AFP Senior Officers

Commissioner  
Mick Keelty  
Deputy Commissioner  
John Lawler  
Chief Police Officer for the ACT  
John Davies  
Chief of Staff  
Audrey Fagan  
Chief Operating Officer  
Trevor Van Dam

General Manager Protection  
Tony Negus  
General Manager Counter Terrorism  
Graham Ashton  
National Manager Economic and Special Operations  
Shane Connelly (Acting)  
Chief Information Officer  
Chris Whyte  
Chief Financial Officer  
Dianne Carlos  
National Manager Forensic and Technical  
Dr James Robertson  
National Manager Intelligence  
Dr Grant Wardlaw  
National Manager International Deployment Group  
Shane Castles

Source: AFP Annual Report 2003–04 p.16

### Selected Statistics

AFP Personnel 2003–04	
AFP Sworn	2326
Protective Service Officers	1145
AFP Unsworn	1327
<b>Total</b>	<b>4800</b>

Source: AFP Annual Report 2003–04 p.137

Cost of AFP 2003–04	\$676.259m
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Source: AFP Annual Report 2003–04 p.157

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

1 July 2003: The New York liaison post opened.



## KEY FACTS

# 2004-05

### Vice Regal

Governor-General  
Major General Michael Jeffery

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



Deputy Commissioner  
John Lawler

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner  
John Lawler

Chief Police Officer ACT Policing  
John Davies

Chief Operating Officer  
Trevor Van Dam

Chief of Staff  
Audrey Fagan

Chief Financial Officer  
Dianne Carlos

Chief Information Officer  
Chris Whyte

National Manager Border and International Network  
Mike Phelan

National Manager Counter Terrorism  
Ben McDevitt

National Manager Economic and Special Operations  
Peter Drennan

National Manager Forensic and Technical  
Dr James Robertson

National Manager Human Resources  
Mark Ney

National Manager Intelligence  
Dr Grant Wardlaw

National Manager International Deployment Group  
Paul Jevtovic

National Manager Protection  
Tony Negus

Source: AFP Annual Report 2004-05 p.9

### Selected Statistics

#### AFP Personnel 2004-05

AFP Sworn	2310
Protective Service Officers	1206
AFP Unsworn	1291
<b>Total</b>	<b>4807</b>

Source: AFP Annual Report 2004-05 p.124

#### Cost of AFP 2004-05

**\$801.950m**

Source: AFP Annual Report 2004-05 p.137

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

2003-04: The Pretoria, Dubai and Bali liaison posts opened





## KEY FACTS

# 2005–06

### Vice Regal

Governor-General  
Major General Michael Jeffery

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
Chris Ellison



Chief Police Officer ACT Policing  
Audrey Fagan

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner  
John Lawler

Chief Police Officer ACT Policing  
Audrey Fagan

Deputy Commissioner Operations  
Andy Hughes (interim)

Chief Operating Officer  
Trevor Van Dam

Chief of Staff  
Andrew Colvin

National Manager Border and International Network  
Mike Phelan

National Manager Economic and Special Operations  
Peter Drennan

National Manager Intelligence  
Dr Grant Wardlaw

National Manager Protection  
Tony Negus

National Manager Aviation  
Mandy Newton

National Manager Forensic and Technical  
Dr James Robertson

Chief Information Officer  
Chris Whyte

Chief Financial Officer  
Allan Gaukroger

National Manager Human Resources  
Mark Ney

National Manager Counter Terrorism  
Frank Prendergast

National Manager International Deployment Group  
Paul Jevtovic

Source: AFP Annual Report 2005–06 p. 13

### Selected Statistics

AFP Personnel 2005–06	
AFP Sworn	2396
Protective Service Officers	1257
AFP Unsworn	1782
<b>Total</b>	<b>5435</b>

Source: AFP Annual Report 2005–06 p. 165

Cost of AFP 2005–06	\$909.270m
---------------------	------------

Source: AFP Annual Report 2005–06 p. 177

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 2006–07

### Vice Regal

Governor-General  
Major General Michael Jeffery

### Government

Prime Minister  
John Howard

Minister for Justice and Customs  
David Johnston



National Manager Aviation  
Mandy Newton

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner National Security  
John Lawler

Deputy Commissioner Operations  
Andy Hughes (interim)

Chief Operating Officer  
Mike Phelan (acting)

Chief of Staff  
Andrew Colvin

National Manager International  
Tim Morris (acting)

National Manager Intelligence  
Dr Grant Wardlaw

National Manager Counter Terrorism  
Frank Prendergast

National Manager Protection  
Mark Ney

National Manager Aviation  
Mandy Newton

National Manager Human Resources  
Alan Scott (acting)

Chief Financial Officer  
Allan Gaukroger

Chief Information Officer  
Chris Whyte

National Manager Forensic and Technical  
Dr James Robertson

National Manager Border  
Rudi Lammers (acting)

National Manager International Deployment Group  
Paul Jevtovic

National Manager Economic and Special Operations  
Peter Drennan

Source: AFP Annual Report 2006–07 p. 11

### Selected Statistics

#### AFP Personnel 2006–07

Sworn	2501
Unsworn	2194
Protective Service Officers	1341
<b>Total</b>	<b>6036</b>

Source: AFP Annual Report 2006–07 p. 16

#### Cost of AFP 2006–07 \$1,094.303m

Source: AFP Annual Report 2006–07 p. 161

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.



## KEY FACTS

# 2007–08

### Vice Regal

Governor-General  
Quentin Bryce

### Government

Prime Minister  
Kevin Rudd

Minister for Home Affairs  
Bob Debus



Minister for Home Affairs  
Bob Debus

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner National Security  
John Lawler

Deputy Commissioner Operations  
Tony Negus

Chief Police Officer for the ACT  
Mike Phelan

Chief Operating Officer  
Andrew Wood

Chief of Staff  
Roman Quaedvlieg

National Manager Border and International  
Tim Morris

National Manager Intelligence  
Dr Grant Wardlaw

National Manager Counter Terrorism  
Peter Drennan

National Manager Protection  
Mark Ney

National Manager Aviation  
Mandy Newton

National Manager Human Resources  
Rudi Lammers

National Manager Policy and Future Strategies  
Judy Lind

Chief Financial Officer  
Jon Brocklehurst

Chief Information Officer  
Chris Whyte

National Manager Forensic and Data Centres  
Dr James Robertson

National Manager High Tech Crime Operations  
Andrew Colvin

National Manager International Deployment Group  
Frank Prendergast

National Manager Economic and Special Operations  
Paul Jevtovic

Source: AFP Annual Report 2007–08 p. 12

### Selected Statistics

#### AFP Personnel 2007–08

Sworn	2855
Unsworn	2402
Protective Service Officers	1341
<b>Total</b>	<b>6598</b>

Source: AFP Annual Report 2007–08 p. 146

#### Cost of AFP 2007–08 \$1,252.694m

Source: AFP Annual Report 2007–08 p. 157

Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

2007–08: The Guangzhou liaison post opened.





## KEY FACTS

# 2008–09

### Vice Regal

Governor-General  
Quentin Bryce

### Government

Prime Minister  
Kevin Rudd

Minister for Home Affairs  
Brendan O'Connor



Governor-General Quentin Bryce  
National Police Remembrance Day 2009

### AFP Senior Officers

Commissioner  
Mick Keelty

Deputy Commissioner National Security  
Peter Drennan (acting)

Deputy Commissioner Operations  
Tony Negus

Chief Police Officer for the ACT  
Mike Phelan

Chief Operating Officer  
Andrew Wood

Chief of Staff  
David McLean

National Manager Border and International  
Ramzi Jabbour (acting)

National Manager Intelligence  
Tim Morris

National Manager Counter Terrorism  
Steve Lancaster (acting)

National Manager Protection  
Leanne Close (acting)

National Manager Aviation  
Roman Quaedvlieg

National Manager Human Resources  
Paul Jevtovic

National Manager Policy and Future Strategies  
Anna Aquilina

Chief Financial Officer  
Jon Brocklehurst

Chief Information Officer  
Rudi Lammers

National Manager Forensic and Data Centres  
Dr James Robertson

National Manager High Tech Crime Operations  
Neil Gaughan (acting)

National Manager International Deployment Group  
Frank Prendergast

National Manager Economic and Special Operations  
Mandy Newton

Source: AFP Annual Report 2008–09 p.13

### Selected Statistics

#### AFP Personnel 2008–09

Sworn	2842
Unsworn	2233
Protective Service Officers	1219
AIPM	28
APG	10
<b>Total</b>	<b>6332</b>

Source: AFP Annual Report 2008–09 p.190

#### Cost of AFP 2008–09 \$1,242.458m

Source: AFP Annual Report 2008–09 p.207

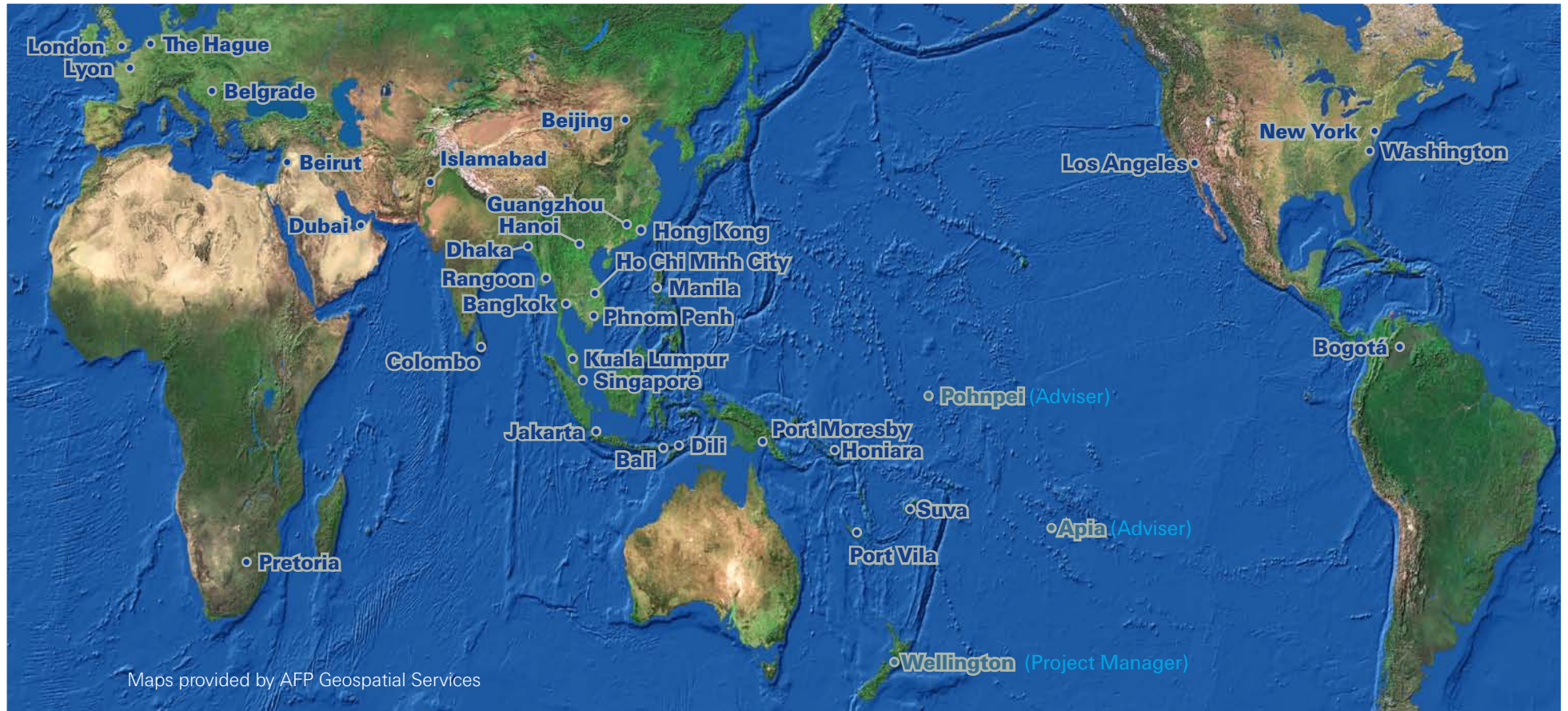
Researchers are advised to consult each annual report to establish that the methodology behind each statistic is appropriate to their needs.

15 June 2009: The Colombo liaison post opened



ACTIVE LIAISON POSTS

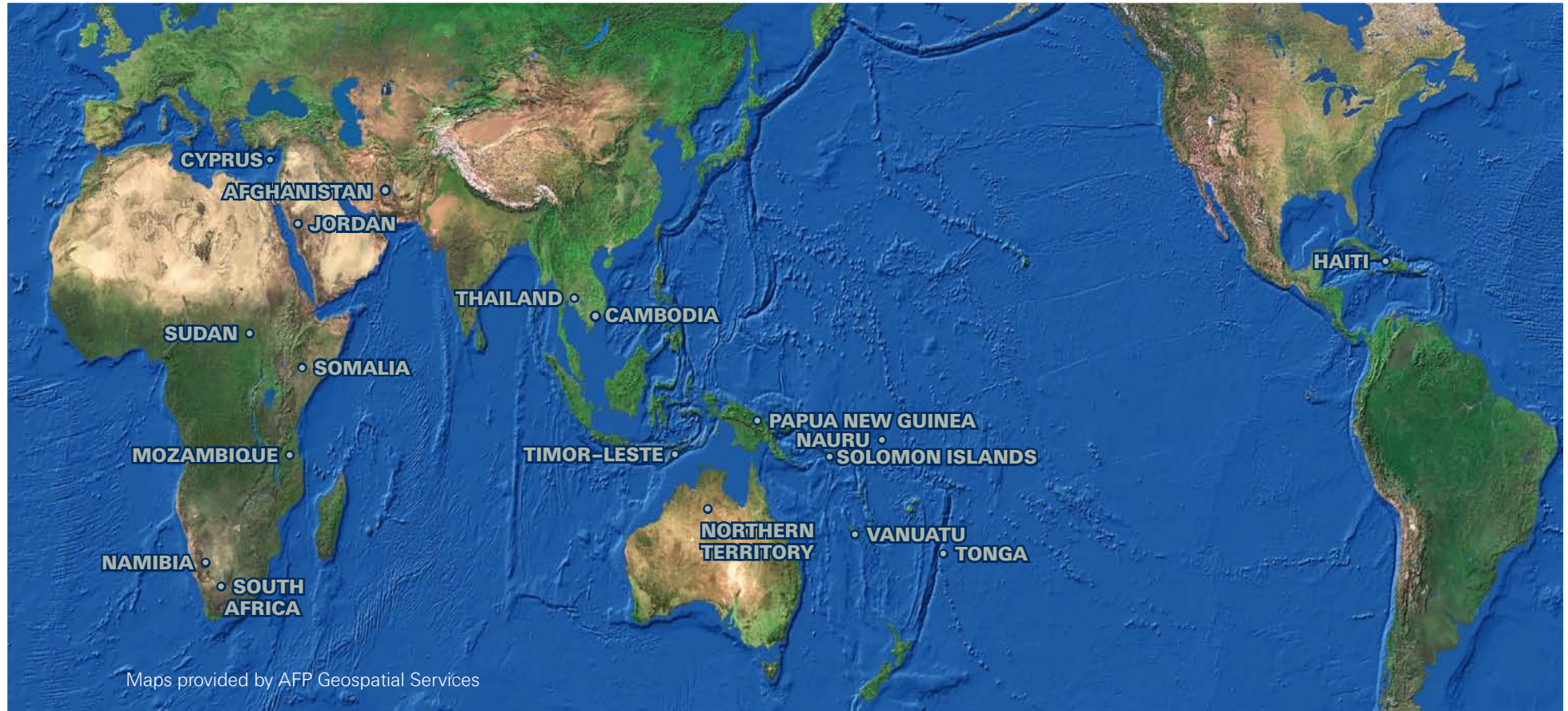
2009





OVERSEAS POLICE MISSIONS

1979-2009



Maps provided by AFP Geospatial Services

1964-present	Cyprus	1994	Mozambique	2004-07	Jordan	2007-12	Cambodia
1989	Thailand	1994-95	Haiti	2006	Sudan	2008	Papua New Guinea
1989-90	Namibia	1997-2003	Papua New Guinea	2006	Tonga		
1992-93	Cambodia	1999-present	Timor-Leste	2006	Vanuatu		
1993-95	Somalia	2003-present	Solomon Islands	2007	Afghanistan		
1994	South Africa	2004	Nauru	2007	Northern Territory		

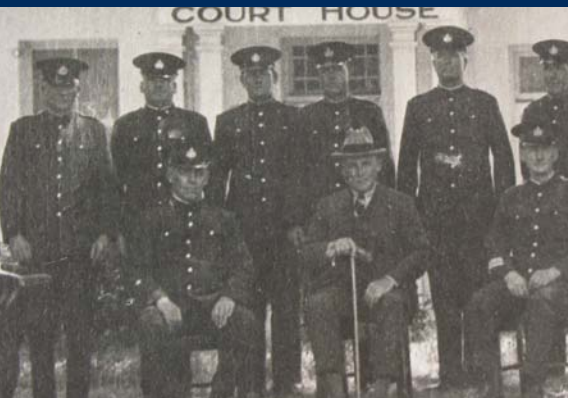




## Chapter 8: Before the AFP

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# 1917–79



## BEFORE THE AFP

# 1917–79

The move to a truly federal police in Australia took decades to evolve as policing needs to the Commonwealth gradually emerged. Beginning with the tenuous rationale of Billy Hughes to form a Commonwealth Police in 1917 due to the much celebrated egg-throwing incident at Warwick Station, through to the Australian Government's reaction to the politically motivated bombing of the Sydney Hilton in 1979, the nations 'federal police' have been shaped to meet the national policing needs of the day.

### **Billy Hughes' Commonwealth Police 1917–1919**

In November 1917 amidst a divisive debate about conscription, the then Prime Minister, William Morris Hughes, while addressing a crowd during a train stop at Warwick, Queensland, was hit by an egg thrown by a bystander.

Senior Sergeant Kenny, the local police sergeant, refused to take action against the offender when ordered to do so by Hughes. He enquired under what authority the order was issued. When Hughes replied that he was the Attorney General, Senior Sergeant Kenny replied that he was answerable to the Government of Queensland, not the Commonwealth.

This incident is said to have inspired Hughes to form the Commonwealth Police. The first Commonwealth Police were formed in 1917 by Prime Minister Billy Hughes under the War Precautions Act.

In 1919, as part of a re-organisation, the Commonwealth Police became known as the Special Investigations Branch, which was later re-named the Investigations Branch and later still the Commonwealth Investigations Branch.

### **Commonwealth Investigations Branch 1919–1945**

The Commonwealth Investigations Branch (CIB) was the eventual successor of the Billy Hughes Commonwealth Police. The CIB existed between 1919 and 1945. As an organisation, the CIB was responsible for the investigation of breaches of Commonwealth law and the monitoring of foreign nationals in Australia. The intelligence on these aliens was so good that all of them were interned within three days of Australia entering the war. The CIB also conducted counter-espionage work during World War 2. In 1945, as a result of the Pinner Report into post war public service, the CIB was amalgamated with the Commonwealth Security Service to form the Commonwealth Investigation Service.

### **Peace Officer Guard 1925–1960**

The Peace Officer Guard (POG) came into existence in 1925 after the NSW Police refused to serve Commonwealth warrants on striking dockers.

The POG were the uniform element of Commonwealth law enforcement until its eventual amalgamation with the

Commonwealth Investigation Service to form the Commonwealth Police in 1960.

### **Australian Capital Territory Police 1927–1979**

The Australian Capital Territory Police (ACT Police) came into being on 28 September 1927 when 10 members of the Commonwealth Peace Officer Guard were sworn in to the new force under Major (Later Lieutenant Colonel) Harold Jones, the Director of the Commonwealth Investigation Branch, Superintending Peace Officer and Chief Officer of the Federal Capital Territory Police.

The ACT Police were first known as the "Commonwealth of Australia Police" or the "Federal Capital Territory Police". The name was officially changed to the Australian Capital Territory Police in 1958 when a new Commonwealth Police Bill was presented to Federal Parliament. This bill proposed a new force comprising members of the Peace Officer Guard and the Commonwealth Investigation Service.

The organisation existed until March 1975 when it was amalgamated with the Northern Territory Police and the Commonwealth Police to form the short



## 1917–79

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lived Australia Police.

The ACT Police then came back into being until its permanent amalgamation into the Australian Federal Police along with the Commonwealth Police and the Federal Bureau of Narcotics in 1979.

The ACT Police was known variously as The Federal Capital Territory Police, The Commonwealth of Australia Police and the Commonwealth Police at different stages of its history.

### **Defence Establishment Guard 1935–1939**

The Defence Establishment Guard (DEG) was formed under the Peace Officer Guard Act in 1935 after civilian watchmen went on strike along with the civilian workers at munitions factories.

The Defence Establishment Guard was absorbed by the Peace Officer Guard in 1939 at the outbreak of World War 2.

### **Commonwealth Security Service 1941–1945**

Formed as a part of the British Empire's intelligence network, the Commonwealth Security Service (CSS) came into being in 1941. It carried out

investigations and counter-espionage work as a "go between" agency for the Commonwealth Government, state governments and police, the armed forces and the Allies.

In 1945, its functions and remaining personnel were absorbed into the Commonwealth Investigations Branch, the new organisation being known as the Commonwealth Investigations Service.

### **Commonwealth Investigation Service 1945–1960**

The Commonwealth Investigation Service (CIS) was the primary Commonwealth law enforcement agency and intelligence service in the immediate post war period. The Commonwealth Investigation Service existed between 1945 and 1960. In 1949, the functions of the former Commonwealth Security Service were separated into the new Australian Security Intelligence Organization (ASIO). In 1960, the CIS amalgamated with the Peace Officer Guard to form the Commonwealth Police.

### **Commonwealth Police 1960–1979**

This organisation was the third Australian agency to be known as the Commonwealth Police; the previous two being Billy Hughes' Commonwealth Police and the ACT Police.

The force was made up of plain clothes detectives from the Commonwealth Investigation Service and the uniform members were from the Peace Officer Guard.

The Commonwealth Police (COMPOL) existed between 1960 and 1975, when it was briefly a part of the Australia Police. It then carried on its functions until the final amalgamation with the ACT Police and the Federal Bureau of Narcotics in 1979.

### **Australia Police 1975**

The Australia Police Bill went before Parliament in March 1975. The new force was to be an amalgamation of all Commonwealth Police Services into one agency. The Services in question were the ACT Police, the Commonwealth Police and the Northern Territory Police. The Bill was due for its second reading on the

11th of November 1975, the day the Whitlam Government was dismissed by the Governor-General. The Bill was later rejected by the Fraser Government and the three Police services returned to their former roles.

### **Federal Bureau of Narcotics 1969–1979**

The Federal Bureau of Narcotics (FBN) was established as part of the Department of Customs in 1969. The role of the FBN was to combat the growing international drug trade. The FBN established liaison posts around the world to cooperate with overseas law enforcement agencies in sharing intelligence that could be used against international drug traffickers. Its functions and staff were amalgamated into the AFP in 1979.

*The preceding information was originally published by the Australian Federal Police Association and is used with permission.*

## SETTING UP THE AFP

# 1978–79

In this article, originally written for *Platypus Magazine*, John Ireland, who worked for the AFP for 25 years in an executive capacity, recalls the heady days of setting in place the administration needed to launch the Australian Federal Police.

On 19 October 1979, a small group of officers of the former ACT Police, the Commonwealth Police (COMPOL) and the Department of Administrative Services (DAS) breathed a sigh of relief after spending the previous 18 months putting together arrangements for the Australian Federal Police to begin operations.

The process towards creating the new police force began with the Sydney Hilton Hotel bombing and the arrival of Sir Robert Mark, GBE, QPM, former Commissioner of the Metropolitan Police in London and Chief Constable of the City of Leicester, who was commissioned by the Government on 1 March that year to report on the organisation of police resources in the Commonwealth area. His report was tabled by the Minister on 13 April 1978.

After an unusually expeditious consideration, the Government adopted Sir Robert's

report and set up a small task force under an inter-departmental committee chaired by Sir Peter Lawler to implement its major recommendation, the creation of the AFP.

The task force was headed by Mr Geoff Halliday, a first assistant secretary of the Department of Administrative Services, and had as members and principal police advisers, Deputy Commissioner John Johnson (ACT Police) and then Acting Assistant Commissioner Roy Farmer (Commonwealth Police). Many members of the former forces were involved in the task force deliberations, either as representatives of their organisation on working parties or as elected Police Association officials.

### **New framework**

It was made clear to all involved from the outset that the question of whether there would be an AFP was not open to debate. The task was to put the organisation together, firstly through providing a legislative base, and then developing the administrative and operational framework for the new organisation.

Compromise was inevitable. Most participants still had fresh in their minds the abortive Australia Police exercise of the

mid-1970s and were mindful of protecting their professional standing and that of the new organisation. The two-component police force was the biggest compromise and while it served its purpose in establishing the organisation, it continued to divide the AFP until the establishment of the Australian Protective Service some five years later.

Having settled on the legislative framework which provided for an operationally independent yet administratively accountable police service, the task force turned to issues which would impact more directly on the members of the new organisation, such as pay scales and conditions, rank structure, badges of rank and uniform.

### **Complaints procedures**

Passage of the AFP Act through the Parliament in May 1979 enabled limited sections to come into effect on Royal Assent. The first AFP Commissioner, Sir Colin Woods, was appointed and took over the final planning for the commencement of operations.

During this time, Sir Robert returned to Australia to provide further advice to the Government, including the introduction of complaints against police procedures.

Sir Robert had also advised Mr Justice Williams, heading the Federal Inquiry into Drugs, that it was not a good idea to give the fledgling organisation the drugs function. However, following Justice Williams' report to Government, the functions and staff of the former Federal Narcotics Bureau were transferred from Customs to the AFP on 7 November 1979 some 18 days after it commenced operations.

For those who may wish to reflect on why the protective security function was separated from the AFP after five years, one must understand that without that separation both organisations may not have achieved their respective level of skill to allow the contribution that both are now able to make as an integrated unit.

Having worked closely with Sir Robert Mark and Sir Colin Woods during the formation of the AFP I believe they would forgive me if I was to commend and congratulate on their behalf all who have been associated with the AFP for achieving the vision contained in the first Ministerial Directive which was "the creation of a first class police organisation imbued with integrity."

This index covers Chapters 1-6 and 8, but does not include entries from Chapter 7 due to the numerous facts, figures and names contained there. Information is easily browsed in Chapter 7, but for detailed searching, an electronic version of this document exists on the AFP website.

Go to: [www.afp.gov.au](http://www.afp.gov.au) and search for and look for the link to:

[Australian Federal Police - The First Thirty Years](#)

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## Questions – Comments – Feedback

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