

Keynote Address
Michael Keelty, Commissioner
Australian Federal Police

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Safeguarding Australia – Frontline Issues
Making Australia More Secure – The Commonwealth Role

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Crisis Management

Introduction

1. Good morning. It gives me great pleasure to share my thoughts with this distinguished forum about both the AFP's role in safeguarding Australia and how we approach crisis management.
2. Unfortunately there is no time to provide details of the actual investigation, which is another story entirely.
3. This seems particularly appropriate given the global war against terrorism and more especially since last year's bombings in Bali.

4. There is no time to provide details of the actual investigation, which is another story entirely.
5. The attempted coup in the Philippines this week also gave us another opportunity to put our planning to the test. I will expand on this issue later.
4. Today I would like to talk to you about the size and complexity of those incidents and how we managed our involvement, along with our broader strategy on crisis management.
6. I stress that my presentation is from an AFP perspective and I readily acknowledge the support and cooperation we received from both our domestic and international partners.
7. In the context of Bali, I would also like to acknowledge the role that the ADF played, bringing all the victims home within 36 hours.
8. The bombings in Bali took the lives of 202, including 88 Australians, and in doing so, erased the notion that we could remain protected from the threat of international terrorism.

7. The sheer devastation that this incident presented to authorities can be compared to other critical incidents faced by Australian authorities in recent years.
8. Like all State and Federal departments involved in this type of crisis we learnt significant lessons from each incident.
9. For the AFP it brought into stark focus the benefits of having a robust planning, operational and training framework to ensure that we can make order from the chaos.
10. Some of the challenges we faced in those first few hours after news of the bombings were how to deploy people overseas as quickly as possible; how to ensure the right skills mix in that deployment; and how to set up and maintain secure and effective communications both between Bali and Australia and just as importantly, between the AFP and other key stakeholders.
11. Consistent with our planning for this kind of operation, an Incident Coordination Centre was activated in Canberra, alongside AFP major incident rooms in all state capitals. This in-house

arrangement complements the National Crisis Centre.

12. One of our major tasks was to coordinate the efforts of State and Territory police services from around the country, and to capture, analyse and disseminate information.
13. At the heart of the ICC was the Police Real-Time Online Management of Information System or PROMIS for short.
14. PROMIS is the AFP's information management system, designed to record and process incoming data from sources both within Australia and overseas.
15. It is with pride that I note we recently logged our one millionth "job" on PROMIS since its inception in 1997.
16. We have had expressions of interest from law enforcement agencies in the United States and Thailand about the system and the possibility of implementing it for their own use.
17. As part of the National Counter Terrorism Plan, the AFP also contributed to the information flow between partner agencies, Government ministers, national intelligence groups, the media and most

importantly, friends and families of the victims.

18. At the height of the investigation, we had 120 Federal and State police working in Kuta, alongside the Indonesian National Police and specialist agencies like New Scotland Yard.
19. Among them were specialist crime scene investigators, forensics and bomb experts and disaster victim identification teams.
20. But we didn't just send specialists. There were also administration and support staff and media officers.
21. The forward team also received invaluable assistance from more than 400 police at home working long hours for extended periods at posts across Australia.
22. The lessons learnt from September 11 allowed us to realise the value of obtaining timely information and evidence from Australian's returning home from an incident location.
23. Approximately 7,300 Australians returned home in the days following the bombing and relevant details were

obtained from them by AFP members stationed at each of the ports of entry.

24. Formal statements were also obtained by both State and Federal police officers in the weeks following the return of the witnesses.
25. The Disaster Victim Identification (DVI) process was both one of the highlights of our efforts in the investigation and one of the most sensitive issues we faced.
26. With more than 46 crime scenes spread throughout Indonesia, and the collection of more than 2900 exhibits, we were faced with unprecedented collection and analysis demands, all of which had to conform to Interpol DVI protocols.
27. We also had to deal with both Government and public expectations, particularly the perception that victim identification was taking too long.
28. As part of our coordination role we enlisted the help of all Police Commissioners and Ministers around the country, and had coroners from each state and territory on hand to assist with victims' families and repatriation.

29. The DVI process also involved groundbreaking legislation to allow state and territory police collecting samples from relatives to share information with the AFP, along with the use of the national DNA database to help identify victims.
30. From a communications standpoint, we ensured timely information management with regular videoconferencing between Bali and incident centres in Australia.
31. Government, media and family briefings were also part of our daily routine.
32. We set up a dedicated Family Liaison Program to assist families and friends of the victims throughout the investigation, and this will continue through the current trials in Denpasar. Our website updates interested parties on the progress of the prosecutions.
33. The success of the joint investigation by the AFP and the INP is now widely viewed as an operational high point of our organisation.

34. Without doubt this success was due to the hard work and operational expertise of everyone involved.

35. But there were other factors, the most significant being the years of proactive engagement between the AFP and our Indonesian counterparts that in 1992, led to us opening a liaison post in Jakarta.

36. This meant that for 10 years before the bombings, the AFP's proactive approach to law enforcement had been able to establish a level of trust on both sides to work co-operatively before the strength of that alliance was put to the test.

37. Because of this careful groundwork, we were able to transcend any misgivings or suspicion about our very public role in East Timor.

38. That close inter-agency rapport was formally recognised with the signing of a Memorandum of Understanding with General Da'i Bachtiar in June last year-- four months before the bombings.

39. This provided us with the framework for action during a time of

crisis, and has been replicated with other overseas allies.

40. After September 11 Government and community expectations of the AFP's responsibilities altered dramatically.

41. As Attorney-General Daryl Williams has told you, the responsibility of safeguarding the nation has always been a key part of the AFP charter.

42. In effect, one of our new roles is to build a barrier offshore against crime of all types.

43. At home we have incorporated into the AFP the Australian Protective Service, who are not only responsible for the protection of high-risk establishments, but also have the Sky Marshall role, as well as the initial counter-terrorist response at major Australian airports.

44. Crises such as the Bali bombings have reinforced to us the importance of having within our strategic management approach some tools which provide an insight into an uncertain future.

44. Such insight can then be used to guide our strategic direction and ensure

we have the necessary capabilities to respond to crises wherever and whenever they occur.

45. As part of this approach, over the past four years the AFP has used environment scanning and scenario analysis as one way of better understanding the future and its implications for our organisational capability.
46. Our rolling environment scans, with two to three-year outlooks, alongside scenario analysis projects with five year perspectives, focus primarily on key issues in our immediate environment.
47. Some of the perspectives guiding our strategic development include:
 - the broadening of the national security agenda to include law enforcement issues and the enhanced role for law enforcement in combating terrorism, both of which are leading a redefinition of traditional national security and law enforcement relationships;
 - the centrality of relationships, be they Federal, State, international or with the private sector;

- the ongoing impact of globalisation in facilitating the movement of information, capital, ideas, goods and services across national borders which in turn can facilitate transnational crime;
- the continuing presence of fragile states in our region;
- continuing conflict driven by religious, ethnic and economic disputes; and
- the sheer weight of advances in science and information technology which can both enhance and hinder law enforcement activities.

48. This has led to the AFP working on a set of key capabilities, some of which are reflected in these examples.

49. Firstly, international relationships.

50. Dealing with transnational crime requires strong international capability.

51. The AFP now has more than 50 federal agents stationed at strategic liaison posts across 28 countries.

52. In addition we have put in place Memorandums of Understanding with a range of countries. As mentioned

earlier the MoU with Indonesia. Established prior to the Bali bombings, it was crucial to the success of the investigation.

53. This month's signing of a law enforcement and security MoU with the Philippines was another step in building this international capability framework.
54. Secondly, the AFP's broadened counter terrorism role means its relationships with the Australian intelligence community and ASIO in particular is crucial with coordination and cooperation being particularly important facets.
55. Thirdly, legislation. As the Attorney-General has told you, the Federal Government has been able to provide law enforcement with a fresh suite of legislation that improves our capability to make serious inroads against transnational crime.
64. For example, the Proceeds of Crime Act 2002 allows us to freeze the assets of suspected terrorists -- including money used to sponsor, support or facilitate the type of attack we saw in Bali.

65. Not only does it put the AFP in a position to investigate how terrorism is financed, it provides tools to examine the *modus operandi* of individual cells and establish how and where members are recruited and trained.
66. Finally, to deal with new challenges and a changing environment we need to look at new ways of working.
67. One example of this is the High Tech Crime Centre, launched in July. Hosted by the AFP in conjunction with State and Territory agencies, its role is to coordinate investigations of serious crime that involves the use of complex technology, including the use of the Internet.
68. This focus on matching capabilities to the changing environment has assisted not only in responding to the Bali crisis but to more recent events including the bombings in Saudi Arabia, the Solomon Island and the Philippines.
69. On receiving advice early on Sunday evening that elements of the military had taken control of an apartment block in Manila we were well placed to respond.

70. The AFP once again activated the Incident Coordination Centre, in our state of the art Transnational Crime Coordination Centre.
71. In cooperation with the Philippines National Police, we oversighted the evacuation of the occupants and arranged the transfer of all Australians to a more secure location.
72. By 10.45am, we had received confirmation of the safe release of all Australians involved.
73. The crises I have mentioned are just one dimension of the highly charged, changing and challenging environment that will continue to face agencies safeguarding Australia.
74. For the AFP, strengthened relationships both here and overseas will be a crucial factor in enabling us to meet our responsibilities.
75. Thank you.