

One building, so many benefits

In April, Canberra's Edmund Barton Building – affectionately known as 'EBB' to tenants from as far back as the seventies – officially became AFP National Headquarters. The opening marks a significant moment for the recently restructured agency.

For many years, AFP members and resources have been spread across the ACT region. The recent opening of a new, purpose built AFP National Headquarters in the Canberra suburb of Barton has united its business functions and operational resources.

The AFP's four major operational areas encompass counter terrorism, aviation, protection, international deployment, crime operations, forensics, and high tech crime. According to senior managers in these portfolios, the benefits of the move are numerous.

The physical move to the Edmund Barton Building has coincided with significant organisational change for the AFP, which is assisting to significantly enhance operational outcomes.

On 7 April, Prime Minister Julia Gillard, Commissioner Tony Negus,

Minister for Home Affairs and Justice Brendan O'Connor, and former AFP Commissioner Mick Keelty attended the official opening of the AFP National Headquarters.

Joining them were AFP Deputy Commissioners Peter Drennan, Andrew Colvin, Michael Phelan, Chief Operating Officer Andrew Wood, ACT Chief Police Officer Roman Quaedvlieg and hundreds of other AFP members.

In 32 years, the AFP has called numerous Canberra buildings home. From a small suite of rooms in the National Mutual building in Canberra city in 1979 to NRMA House on the city's main road in 1983 – and then to a larger building on the same street three years later.

There is resounding agreement that the new 'HQ' eclipses them all.

OFFICIAL SPEECHES

The following two speeches were delivered by Prime Minister Julia Gillard and AFP Commissioner Tony Negus on 7 April during the official opening.

Prime Minister Julia Gillard

“The Australian Federal Police story begins with a Prime Minister, a protestor and a projectile.

It was, perhaps, the most divisive year in our history – 1917.

Prime Minister Billy Hughes had embarked on a tour of regional Queensland to sell a not-very-welcome message – conscription. Understandably, people didn't like



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what they heard. No sooner had Mr Hughes stepped off the train than a melee ensued.

"Riot at Warwick", the headline said. "Prime Minister Assaulted" The world 'vile' was used in a description of the missiles thrown. These were the headlines in the *Courier Mail* the next day.

The story goes on: "An egg thrown from the crowd just missed [Mr Hughes] and broke upon the platform railings. The odour it gave off quickly cleared a space around it. A second one, better aimed, broke upon the Prime Minister's hat and knocked it off." And then, the story continues in the *Courier Mail*, the crowd erupted. "Fists were flying everywhere and the Prime Minister was in the thick of it."

And here's the bit of the story I really like: "The Prime Minister was daunted by nothing."

In fact, the Prime Minister was daunted by one thing and that was the refusal of the local police chief to arrest the egg-throwing offender, but Senior Sergeant Kenny claimed he recognised only the laws of Queensland and would act under no other, and in that single act of defiance he led directly to the creation of the organisation we have come to know and respect as the Australian Federal Police.

The AFP, like the Commonwealth it serves, started from modest beginnings. As the nature of our society and our economy grew more complex, so did the demands on policing. By the 1970s, the need to re-found our nation's police force was acknowledged by both sides of politics and was brought into sharp relief by the Hilton Hotel bombing in 1978.

The message was very clear: being a close-knit society buffered by our geographical isolation was no

longer enough to guarantee our civic tranquillity. We were entering a new world – of terrorism, white collar crime, and vile practices such as the exploitation of children.

The creation of the Australian Federal Police as a statutory body in 1979 was decisive in equipping our nation to manage that ever-more complex environment, and it has proved to be an outstanding success. Friends, in these testing days, the dark blue AFP jacket has become a sign of reassurance and hope.

We saw it in the aftermath of the Bali bombing. We saw it in Thailand after the tsunami. And we saw it most recently in Queensland and Christchurch after the floods and the earthquake.

We see it also in the daily work of the AFP, unseen for the most part, but never unappreciated.



01: Prime Minister Julia Gillard inspects the AFP Guard of Honour with Commissioner Tony Negus and Minister for Home Affairs and Justice Brendan O'Connor. **02:** Prime Minister Julia Gillard delivers her address during the ceremony. **03:** Marching on of the AFP Guard of Honour. **04:** AFP members and guests during the official opening.



AFP Commissioner Tony Negus



It is a pleasure to welcome you here today for the official opening of the Australian Federal Police National Headquarters.

As you may know, the Edmund Barton Building was designed by acclaimed architect, Harry Seidler and completed in 1974. The building is, of course, named after the first Prime Minister of Australia and founding Justice of the High Court, Sir Edmund Barton. It is therefore fitting that we have our current Prime Minister, The Honourable Julia Gillard, here with us today to officially open the new home of the Australian Federal Police.

As many of you know, the AFP was established in 1979 and since that time has grown to be an internationally admired and respected law enforcement agency. In many ways, the events of September 11, 2001 and the Bali bombings redefined all our lives, but these events were particularly important to the evolution of the AFP. In the last decade the AFP has grown from a force of just under 3,000 to now almost 7,000 people.

Our role in fighting terrorism and organised crime is well established and we have continued to take on additional responsibilities in the areas of national security, criminal

investigation and capacity building. The AFP's role in 2011 is not only an important one for Australia but for our regional and international partners as well.

During the last decade we have seen the establishment of the International Deployment Group, which focuses on peacekeeping and capacity building, the integration of 1,600 Australian Protective Service Officers, the assignment back to the AFP of community policing at Australia's major airports as well as a range of other functions.

During this period of expanding responsibility, we have continued to investigate serious commonwealth crimes affecting the Australian community such as international drug trafficking, people smuggling, money laundering, child protection operations, cybercrime and fraud.

Just as importantly, we also provide community policing to the people of Canberra, here in the nation's capital.



05: Commissioner Tony Negus speaks at the official opening of AFP National Headquarters.

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The diverse nature of the work undertaken by the AFP makes it an exciting organisation to be part of and an even more exiting organisation to lead. The move to this building has consolidated staff from 10 different AFP locations around Canberra. We are already seeing the benefits and efficiencies of having our Canberra based national operations, our Close Operations Support and our administrative functions housed under one very large roof.

The building now houses over 2,000 people, and the 46,000 square metres of floor space has been completely re-fitted to provide the modern office and technical requirements of a 21st century law enforcement organisation. Importantly, a number of key environmental best practice initiatives were incorporated in the building's refurbishment.

For example, double-glazing has been applied to all windows to improve energy efficiency and a new 'chilled beam' environmental air conditioning system has been installed. The building also has numerous water recycling and

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water saving devices as well as highly efficient, 'T5' fluorescent lighting, fitted with movement detectors that activate when work areas are being used.

Those who worked in this building during the 1970s, '80s and '90s would not recognise the high tech working conditions and security measures that exist in today's structure.

This work has been completed, whilst at the same time respecting the heritage nature of this iconic Canberra building and maintaining its original look and feel here on the edge of the parliamentary triangle.

When I was sworn in as AFP Commissioner in 2009, I stated that in the future we would do very little by ourselves. This has proven to be true and our partnership with State and Commonwealth agencies, as well as the private sector, has been critical to our success.

The location of this building only a few hundred meters from some of our key partners adds to the benefits which will flow from this increased cooperation in years to come. As Commissioner, I have been fortunate enough to visit

many of the major law enforcement headquarters around the world and I can say with confidence that this building matches or eclipses any I have seen.

The building provides a modern working environment that will assist the AFP in dealing with the challenges of the future and a home we can be proud of as Australia's national law enforcement agency.

Finally, I would like to acknowledge the work of all the AFP staff who managed the building and transition project. In a 24/7 business like policing, this was not an easy task and we thank you for your efforts over the last three years.

I recall standing in this very courtyard a little over three years ago with former Commissioner Mick Keely and imagining the potential of what this building could provide for the future of the AFP. I am sure you will agree that the project has lived up to expectation.



06: Prime Minister Julia Gillard, Commissioner Tony Negus and Minister for Home Affairs and Justice Brendan O'Connor unveil the commemorative plaque. **07:** (from left) Chief Operating Officer Andrew Wood, Deputy Commissioner National Security Peter Drennan, Minister for Home Affairs and Justice Brendan O'Connor, Prime Minister Julia Gillard, Commissioner Tony Negus, Deputy Commissioner Close Operations Support Mike Phelan and Deputy Commissioner Operations Andrew Colvin.

DIFFERENCES IMMEDIATELY APPARENT

The AFP's senior managers noticed immediate benefits when relocating their teams to the new AFP National Headquarters. And the convenient access to partner agencies has been a particular highlight for many.

HUMAN RESOURCES National Manager, Stephen Walker



Human Resource's business is the AFP's business.

Having a significant proportion of the AFP under one roof allows for an enhanced partnership between AFP Human Resources and the other AFP portfolio areas. Several Human Resources teams are now co-located for the first time and this adds not only to efficiency in responsiveness, but also effectiveness of dialogue between different parts of the portfolio.

The bulk of Human Resource staff - including advisory services, wellbeing and Professional Standards - are within close proximity to AFP national managers, which adds to the opportunity for enhanced access and responsiveness.

COUNTER TERRORISM National Manager, Steve Lancaster



The Counter Terrorism (CT) portfolio move to the Edmund Barton Building has been a positive experience. The day of relocation was well coordinated and allowed for a seamless transition to our new work area, enabling CT members to maintain business continuity.

The relocation has resulted in improved face-to-face communication and enhanced our overall working relationships. The new headquarters provides generous work space while giving CT teams the ability to work together.

From an executive perspective, national managers are located on the same level, which has promoted more informal interactions for the benefit of all portfolios. When Commissioner Tony Negus introduced the AFP's 'Seven Strategic Principles' in June 2010, one of these was 'One AFP, One Corporate - rationalise and consolidate corporate functions'. Since moving, not only has CT become 'one', but the close proximity of all functions has resulted in a sense that we are now more clearly aligned to One AFP.

The CT portfolio engages with numerous external stakeholders about national security, and they are within close proximity. At times, this engagement is necessary at short notice, and the accessibility has proven invaluable.

This was demonstrated in August 2010 during the Multi Jurisdictional Exercise (MJEX) 'Mercury 10'. It involved a terrorist-related scenario in Tasmania, Victoria, the Australian Capital Territory, Northern Territory, Queensland and South Australia. The scenario was significant, providing a challenging opportunity to exercise our national counter terrorism arrangements.

Due to the close proximity of the Department of Prime Minister and Cabinet and the Attorney General's Department, high-level decision making and scenario discussions were able to occur face to face in all three offices. The logistical issues associated with calling meetings at short notice were alleviated. This also applies to our daily business with these departments.

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CHIEF POLICE OFFICER FOR THE ACT, Roman Quadvleig

ACT Policing has a unique perspective on the AFP's footprint in the national capital. As the ACT's community policing function, we have a presence across five town centres in the form of traditional police stations, a sprinkling of specialist locations, and soon a mobile police station, due to be commissioned in the near future.

Nevertheless, as a functional arm of the AFP we take great interest in the location of our national headquarters which we view through the prisms of both practicality and symbolism. In a practical sense, having the large majority of AFP functions clustered in the one area provides us with easy access and a single point to support our extensive interaction with central and support activities. The refurbishment and provision of modern work facilities is a benefit that we should never take for granted.

In a symbolic sense, we take pride in the prestige and presence of the citadel that represents the AFP National Headquarters. Its heritage status, imposing physical presence and its strategic placement near critical central agencies all reinforce the AFP's reputation as one of the premier operational agencies of the Commonwealth.

I believe that the proximity of functional executive teams within the building design has contributed significantly to the application of the functional modality under which the AFP operates.



SERIOUS AND ORGANISED CRIME National Manager, Kevin Zuccatto

At a time when the AFP was accepting new and innovative challenges in the area of organised crime – after it was recognised as a national security priority in the Prime Minister's inaugural National Security Statement in 2008 – the move to a new national headquarters aligned with the formation of our new Crime Program and, in particular, the new Serious and Organised Crime portfolio.

The state-of-the art new AFP National Headquarters is symbolic of the significant role that the AFP plays in the Australian and international community. It is a remarkable building that Crime Program members can be proud of and showcase to national and international partners.

CRIME OPERATIONS National Manager, Ramzi Jabbour



The purpose-built facility is reflective of the importance of the AFP to the Commonwealth Government. It is equal to, if not better than, the headquarters of equivalent international partner agency headquarters and is reflective of our standing on the global law enforcement stage.

It has provided an open plan working environment that ensures members from all portfolios can interact and communicate more personally. The unique building design has encouraged a more productive and interactive working environment. Importantly, it also ensures a more friendly and social aspect to a work environment.



AVIATION National Manager, Shane Connolly

The move to the Edmund Barton Building has been an effective one for the Aviation portfolio.

Quite aside from the excellent technical facilities which we all now have, the physical barrier that previously separated the operations and support functions of the AFP in the old building in Canberra city no longer exists.

Aviation has been able to accommodate all of its headquarters-based staff on the one level. There is now a much greater information flow, which extends beyond portfolio boundaries to other functions and services that were sometimes hard to connect with.

The AFP's Project Macer is now well underway. A total of 780 Protective Service Officers, Airport Uniform Police and current federal agents will occupy new roles within Aviation over the next three to five years. Our proximity to the AFP College has meant that the AFP and Aviation executives now interact more regularly with students undertaking Project Macer's Federal Police Transition Training program. Both Deputy Commissioner National Security Peter Drennan and I have taken this opportunity to regularly visit our courses throughout the training calendar.

In all, I am a big believer that if you have people working in a well presented, cohesive, professional workplace, you will have a happy and contributing workplace. I cannot help but feel that the move to the Edmund Barton Building has enhanced the morale of the Aviation workforce. Aviation is a happy ship – or perhaps I should say, a happy craft.

CHIEF INFORMATION OFFICER, Rudi Lammers



The move to AFP National Headquarters has benefitted the Information Communications and Technology (ICT) portfolio immensely.

Before relocating, ICT was mostly housed at the AFP's facility at Weston in Canberra. While Weston provided ready access to one of the AFP's major data centres, ICT was geographically dislocated from the rest of the organisation. This presented challenges to maintain business relationships with our colleagues, stakeholders and business partners.

ICT played an integral role in providing and installing the ICT and communications systems into our new headquarters. This project was important in helping to provision the building with technology solutions and provided an opportunity for many ICT teams to work with colleagues from across the AFP on this major initiative.

Since relocating, there have been many benefits for ICT, including improved access and ongoing interaction with AFP staff to deliver ICT services and improve turn around times. We now also have a dynamic and logical foundation to engage early and actively in the discussion and scoping stages of initiatives and new projects.

The facilities and breakout areas of the new headquarters are superb and provide a great opportunity for staff to network.

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HIGH TECH CRIME OPERATIONS National Manager, Neil Gaughan



The move to the Edmund Barton Building has been an extremely rewarding and positive experience, and a very welcome move. High Tech Crime Operations (HTCO) was previously accommodated in a number of different locations – all external to the old headquarters in Canberra city.

Co-location in the new building has seen related areas accommodated close to each other to achieve significant efficiencies and synergies. Examples include the closer proximity of Child Protection Operations and High Tech Crime Investigations to High Tech Investigations Support, which has allowed a greater flow of support and technical information to our investigators.

The Virtual Global Taskforce secretariat, Crime Prevention and Child Protection Operations are working almost side by side in advancing child protection issues domestically and internationally.

Surveillance and Technical Capability Delivery Coordination is being enhanced with improvements in coordinated service delivery to operations as a result of the proximity of national coordinators.

The placement of the Enhanced Technical Surveillance team near the Telephone Intercepts Division facilitates testing and implementation of this holistic service, which is aimed at improving tools and information flow for investigations.

The location of our new headquarters, particularly our proximity to the parliamentary triangle, has definitely improved our ability to maintain and build on relationships with external stakeholders and have more immediate conversations with our counterparts in central departments.

This has resulted in improvements in the flow of information and advancing of the AFP's position on a number of fronts. We are truly at the centre of government and we expect the gains made in relationships, productivity and information flows will enable HTCO to fulfil its Close Operations Support role to the organisation.

There is nothing that pleases me more when walking the floor and talking to my staff and colleagues than seeing that the gaps that were present in the previous set up are being bridged.

Now managers in HTCO are able to convene meetings with their counterparts in operational and support functions and even deal with matters through quick hallway discussions. Similarly, I am able to advance issues as they arise with my fellow national managers.

Even administrative processes have been improved with urgent issues being 'walked through' in a short space of time, rather than relying on the mail system or driving around Canberra.

The technology available to us also assists in bridging these gaps. High Tech Crime Operations hosts staff 'musters' in the building's new conference centre and records them on the state-of-the-art equipment. It is then delivered to all HTCO staff ensuring that wherever they are – on shift or based in the region – they are receiving the same message.



PROTECTION National Manager, Leanne Close

The move to the new AFP Headquarters has been extremely positive for all staff within Protection.

The new building has allowed Close Protection teams – who were spread out on different floors or in different buildings throughout Canberra – to be co-located. This provides a great benefit for staff to access their coordinators, managers and business support team more readily.

Another important benefit of the move was the ability to have the Diplomatic Protection Unit in AFP Headquarters. This operational area works 24/7 and having the teams working here allows added security – and high visibility in and around the building and Barton more generally. It also allows the teams to get to know other people within the wider organisation and offer support when available to various operations and projects.

Being so centrally located and so close to many other Commonwealth Government departments has enhanced ease of access, improving client engagement and interactions with external agencies.

Clearly, for all people working at AFP Headquarters, one of the best improvements has been the large number of meeting and training facilities available to all staff, as well as the excellent kitchen facilities in this environmentally friendly location. Administration is also much improved through the new Information Communications and Technology facilities, with enhanced computers and printers.

Bringing people from other agencies or police jurisdictions through the building and seeing their appreciation of the facilities makes you realise how lucky we are. We need to make sure that we take care of this building for the future generation of staff who will work here for many years to come.

INTERNATIONAL DEPLOYMENT GROUP National Manager, Frank Prendergast



Though the International Deployment Group (IDG) has its own unique facility in the outer-Canberra area of Majura, the consolidation of the majority of AFP portfolios and services at one national headquarters provides convenience and efficiency for the IDG.

The majority of external IDG stakeholders, including the Department of Prime Minister and Cabinet, Department of Foreign Affairs and Trade and the Department of Defence are located in close proximity, mostly within walking distance.

Our location within the parliamentary triangle allows for IDG Senior Executive to easily attend external meetings at short notice and host delegations to the AFP in the new, professional meeting spaces.

The imposing size and capacity of the new headquarters is always a talking point for visitors to the facility and is reflective of the growth and maturity of the AFP on a domestic and international scale.

The IDG has also benefitted from the state-of-the-art facilities in the AFP Incident Coordination Centre (ICC) to respond to and manage critical incidents. In December 2010 we responded to the Christmas Island boat tragedy and more recently, Christmas Island detention centre disturbances. We were able to quickly position our operations, support and administrative staff into the ICC to coordinate resources domestically and on the island to respond efficiently and with minimal disruption to other day-to-day business.

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Perched atop a five story roof and from vantage points across Canberra's Lake Burley Griffin, AFP photographers recorded some unique images during the opening of the National Headquarters. They also ventured inside as Prime Minister Julia Gillard inspected the high-tech facilities in the AFP Operations Coordination Centre.

01: AFP National Headquarters as seen from across Canberra's Lake Burley Griffin. **02:** AFP members and invited guests wave at our cameraman on the roof.





03: Aerial view of AFP Headquarters. **04:** Protective Service Officers Carrie Drennan and Ryan Fuderer of the National AFP Canine Squad pause after completing their official duties at the opening. **05:** The building was designed by renowned architect Harry Seidler.



06: AFP Pipes and Drums as seen from the five story rooftop of AFP National Headquarters. **07:** Marching on of the AFP Guard of Honour. **08:** The front of the new AFP National Headquarters. **09:** The media worked their way into prime position for the unveiling of the official plaque.

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10: During the ceremony. 11: The marching off of the AFP Guard of Honour.

12: Prime Minister Julia Gillard inspecting the AFP Operations Coordination Centre facilities with Commissioner Tony Negus and Minister for Home Affairs and Justice Brendan O'Connor. 13: The statue of Edmund Barton on a corner outside AFP National Headquarters. 14: Prime Minister Julia Gillard speaks to an AFP member with National Manager Operations Support Mandy Newton.

