



# G20 team effort reaps success

Going hard and going early in planning and partnerships were a cornerstone for G20 success.

More than 6400 police officers across the Queensland Police Service, other Australian jurisdictions and the New Zealand Police Service supported the G20 effort.



Assistant Commissioner Katarina Carroll and AFP Commissioner Andrew Colvin meet at the G20 Police Operations Centre.



Australia's biggest peacetime security operation brought law enforcement agencies together to ensure the safety of the world's most powerful leaders.

Monday November 17, 2014, was the sweetest of birthdays for Assistant Commissioner Katarina Carroll from the Queensland Police Service (QPS). The two-year G20 planning and operational marathon finally ended as the last of the world's most powerful leaders left Brisbane at 1pm following the G20 Leaders Summit on 15-16 November. There was finally an opportunity to contemplate what can only be described as an extraordinary success.

It has been called the largest peacetime security operation ever conducted in Australia. For a brief period, 20 of the world's most powerful leaders and other invited delegates had descended on Brisbane. The complexity of the task was staggering. The G20 brought together more than 4000 delegates, 3000 media representatives and 6400 police, including 1600 from interstate jurisdictions.

The complex mix of people, agencies, logistics and competing priorities needed to hold an event of this magnitude also brings with it the potential for significant security issues. The fact that the event unfolded seamlessly on the ground disguises the

expertise of Australian law enforcement and partner agencies have in planning for major events.

Planning engaged the three tiers of national, state and local governments. Eight police jurisdictions including the AFP, state jurisdictions and New Zealand police contributed. National planning was led by the G20 Task Force established by the Department of Prime Minister and Cabinet (PM&C). Key national agencies including the Attorney-General's Department, the AFP, ASIO, Australian Defence Force, Customs & Border Protection and state organisations such as Queensland Ambulance and the Queensland Fire Service were involved in initial planning from the outset.

QPS was lead agency for the security operation, given the Brisbane event location. So it was that Assistant Commissioner Carroll arrived in Brisbane in October 2012 in her new position of G20 Executive Officer for the planning and conduct of the event security.

"Unless you lived in the G20 environment for two years it is very difficult to explain to



Specialist technology played an important part in the security effort.



QPS Assistant Commissioner Katarina Carroll and AFP Commissioner Andrew Colvin study the map of Brisbane in the G20 command centre.

someone just how complex that environment is," Assistant Commissioner Carroll says. "It was beyond comprehension.

"It wasn't just a security operation. Prime Minister Abbott hosted the event, so there had to be a certain look and feel for them to achieve their policy outcomes, have the event and meeting and we obviously had to be mindful of that while we were delivering the security.

"The other thing was the [Brisbane City] Council, the Premier and the Prime Minister didn't want to have an extraordinarily large impact on the community in terms of transporting people and road impacts so we had to be mindful of managing that as well. All of the competing interests had to be achieved."

## Partnerships

Partnerships were a cornerstone in the G20 from the outset. This was established from the very earliest stages of planning by PM&C. Key agency representatives were integrated into the G20 Task Force and the QPS Planning Unit at the first meetings. Assistant Commissioner Carroll says "it all ultimately depends on each other".

"If you look at our intent, it reads 'in partnerships and collaboration with other agencies we will achieve security and safety of the G20 events'. So literally, no one agency can achieve this on its own and it wasn't just partnerships, it was true relationships that had been established over a couple of years."

AFP G20 Coordinator Special Events Planning Team (SEPT) Detective Superintendent Paul Jones



The mobile weapons storage facility was created specifically to meet a G20 need.

## Weapon storage on target

When you haven't got one, it's sometimes easier just to invent one.

As planning progressed for the G20 it was identified about a year out from the event that there wouldn't be enough storage for Uniform Protection and Specialist Response Group (SRG) members to store weapons.

No worries – just build one. Subsequently, the G20 Special Events Planning Team managed the build of a mobile weapons storage facility that provided AFP members a space to secure their accoutrements in a C03 approved storage facility.

The mobile facility took about six months to build after the design and approvals process and was stored at the QPS Hub and QPS Academy.

The Uniform Protection and SRG capabilities used the facility on a daily basis during the G20 and have indicated that it will now be used by SRG as required in otherwise unsupported deployment situations.

The end product has been praised by various state jurisdictions who have indicated their desire to replicate the design.

says early planning and integration was a distinct QPS philosophy. Like the G20 Task Force itself, key agency representatives were brought into the QPS planning unit more than two years out from the event. This not only forged relationships but allowed agencies to forecast and meet their own commitments in advance.

Assistant Commissioner Carroll says there wasn't really another option. "When you start something so large and we haven't done it before it's even difficult to see an end result. So you have to start very early with simple things – what are the roles and responsibilities for each agency, how are we going to integrate with each other, how will the agencies interconnect?"

"It starts to get a life of its own and starts to flow. You have got to have the right people at the table as

well. For instance, you have got to have experienced people in their capability that actually know what they are talking about and doing and that's the only way to move forward."

The depth of integration also reached a new degree. External agencies were trained in the QPS command management systems. This enabled a common picture among the agencies. By allowing access, all contributing jurisdictions and agencies had realtime situational awareness rather than information being held by the host jurisdiction.

## Research

None of this was by accident. G20 delegations conducted world-wide research to bring back best practice from past events. Representatives traveled



Federal Agent Danielle Mullins stands watch at the Marriott Hotel where President Barack Obama stayed during the G20.

to the G8 near Belfast, APEC in Bali and engaged past G20 hosts such as Toronto and London. Detective Superintendent Jones and Federal Agent Mark Lefebvre, as a security liaison officer, took part in a delegation to St Petersburg G20.

Each delegation returned with lessons and innovations. Each month these lessons were cross referenced against the risk register and each risk that needed to be mitigated was systematically signed off.

Assistant Commissioner Carroll says an important innovation from the Toronto G20 experience was to push decision making on public order management to senior police commanders on the ground. Tactical commanders had better situational awareness and were able to make more timely decisions.

Another critical innovation to come directly from the research was early engagement and negotiation with

protestors. Again, initial contact with the protest groups began about two years out from the event with engagement liaison officers. Experienced police negotiators took over engagement with the protest groups closer to the event.

“They then negotiated with them on the ground weeks out from the event about what the route would be, the legislation involved and what the expectations were on both sides. During the event, when things were getting extraordinarily heated with one protest group, we literally had 20 negotiators in that group mediating between the police and protesters. That was an extraordinary success where we actually applied those lessons from across the world but added to it and I would say that is a best-practice template for the future.”



From left: Federal Agents Greg Edwards and Wayne Jennings stand watch at Brisbane Airport.

## AFP contribution

The AFP support was provided under Operation Carolae, with Protection portfolio as lead AFP capability. As AFP Operation Commander, former National Manager Protection Michael Outram deployed to the QPS Police Operations Centre during the event. He says it was clear that the secure and dignified delivery of the G20 Leaders' Summit came down to the planning and close partnership with stakeholders.

"It was a complex operation that spanned national and state government and required a considered balance between the requirements of the event as the premier economic forum and the security posture necessary to ensure the safety and security of the

leaders and participants," Assistant Commissioner Outram says.

"This was particularly challenging when the National Threat Assessment (TA) level was increased to High, and the TA for the event was increased to Medium. Despite the potential for conflicting requirements the QPS and G20 Taskforce were very collaborative. The harmony between the event and security is evidence of the genuine and integrated partnerships between all of the stakeholders.

The AFP contributed 641 members from across all portfolios. The AFP also had the distinction of being embedded at the federal level into the G20 Task Force event planning and with the QPS at the state level in the security effort. Detective Superintendent Paul Jones says the AFP "reaped the rewards, of the QPS philosophy of inclusion".

As negotiations between the Commonwealth, QPS and supporting agencies developed, a concept of how the security effort would look began to emerge. Initial assumption-based planning at the G20 Task Force level identified the broad capabilities needed. Lead agencies for each capability were designated and the planning assumptions were devolved to those agencies to progress more defined planning. Detective Superintendent Jones says the core planning imperative centred on the number of internationally protected people that would attend. Subsequent issues such as security at port of entry, where they would stay, and the size of motorcades developed naturally from that initial imperative.

Agencies then adapted to the circumstances as planning concepts morphed into reality.

"In the end there were nearly 70 internationally protected people whereas the assumption was around 35," Detective Superintendent Jones says. "The scale and scope of G20 also grew from what was a business focused meeting with one main

meeting venue to a lot of social and cultural events.

"It was in the week prior to delivery that the speech by US President Barack Obama at the University of Queensland came up on the radar and that was absolutely late notice. So there were a lot of moving parts."

Detective Superintendent Jones says the AFP's own planning similarly evolved as the event drew closer. Ultimately, the G20 SEPT would expand to 10 members. The team liaised with AFP Capability Coordinators who in turn managed delivery of capabilities and training to meet the AFP requirements to supplement QPS capabilities.

"From a fairly bland sketch of what it might look like we modified that to make sure that we actually reflected the QPS planning structure. In terms of functions, we had counterparts that everyone could go to in the QPS. So everybody had a concept of

who they would be interacting with in the planning phase and then in the transition to operations."

In regards to training, he says that generally "we weren't breaking any new ground". In cases such as Airport police the capability is already in location and trained. The national operations manual for dignitary protection developed through the ANZCTC also enables national consistency and inter-operability across jurisdictions. In some capabilities where differences exist, such as public order management, QPS integrated the other jurisdictions and trained them in its legislation, policy and exercising.

AFP capabilities also provided training to enhance or refresh members. Protection put through 142 members in the annual recertification process at a point where that would certify them for the G20 and the AFC Asian Cup and Cricket World Cup held earlier this year. A further 420 uniform Protection members undertook the Immediate Action Rapid Deployment course. Another 14 AFP members were trained in the Specialist Operator Level One, which cross trains Protection officers in multiple disciplines to value add to having each person on the ground.

The success of the G20 has been widely acclaimed. Former Queensland Premier Campbell Newman said all jurisdictions needed to be thanked.

"The contribution of individuals on the ground on foot, bicycles, motorbikes and horses, in the air, on the water, or in the operations centres, makes me immensely proud. Their efforts have won praise from all corners of the globe, setting a new benchmark for a successful and safe gathering of world leaders," Mr Newman said.

Assistant Commissioner Carroll did have time to enjoy her birthday before going back to normal duties. Nevertheless, that didn't last too long. She is now Acting Commissioner with the Queensland Fire and Rescue Services.

"I think because we had worked for so long and so hard, that Tuesday morning it was like it was almost flat because we had just been going and going and it stopped all of a sudden. So I think a lot of people had difficulty coming from such a high to 'what are we going to do with ourselves now'. But while you go back to your normal life, certainly all of us that were involved for two years it was the opportunity of a lifetime and was an amazing experience."

The contribution of individuals on the ground on foot, bicycles, motorbikes and horses, in the air, on the water, or in the operations centres, makes me immensely proud.



The background image shows two Australian Federal Police officers from behind, standing on an airfield. They are wearing dark blue uniforms with high-visibility yellow-green vests that have 'AUSTRALIAN FEDERAL POLICE' printed on the back. They are also wearing dark blue caps with a checkered band. In the background, a white aircraft is visible with the words 'NEW ZEALAND AIR FORCE' partially visible on its side.

## AFP contribution

### **178 members for Aviation Policing**

- Including canine capability

### **67 members for Close Personal Protection**

- Command, control, coordination
- Close Personal Protection (dignitary protection)

### **92 members for Uniform Protection**

- Site security at 12 accommodation venues and Brisbane Exhibition and Convention Centre

### **39 members for Specialist Response**

- Police Tactical Group (including marksmen)
- Maritime
- Bomb Response Team

### **49 members for High Tech Crime Operations**

- Physical surveillance
- Technical surveillance and other support
- Scanning capability
- Brisbane Airport support

### **51 members for Intelligence**

- Joint Intelligence Group support
- Queensland Tri-agency Security Intelligence Group support
- Includes forensic functional capabilities of facial identification and Technical Forensic Intelligence

### **93 members for Investigations**

### **50 members for Operations Support including Transport, Media, Production, PRS, ICT and logistics**

### **A 24/7 standby Incident Coordination Centre in Canberra**

The AFP contributed 641 members across all portfolios to the G20.