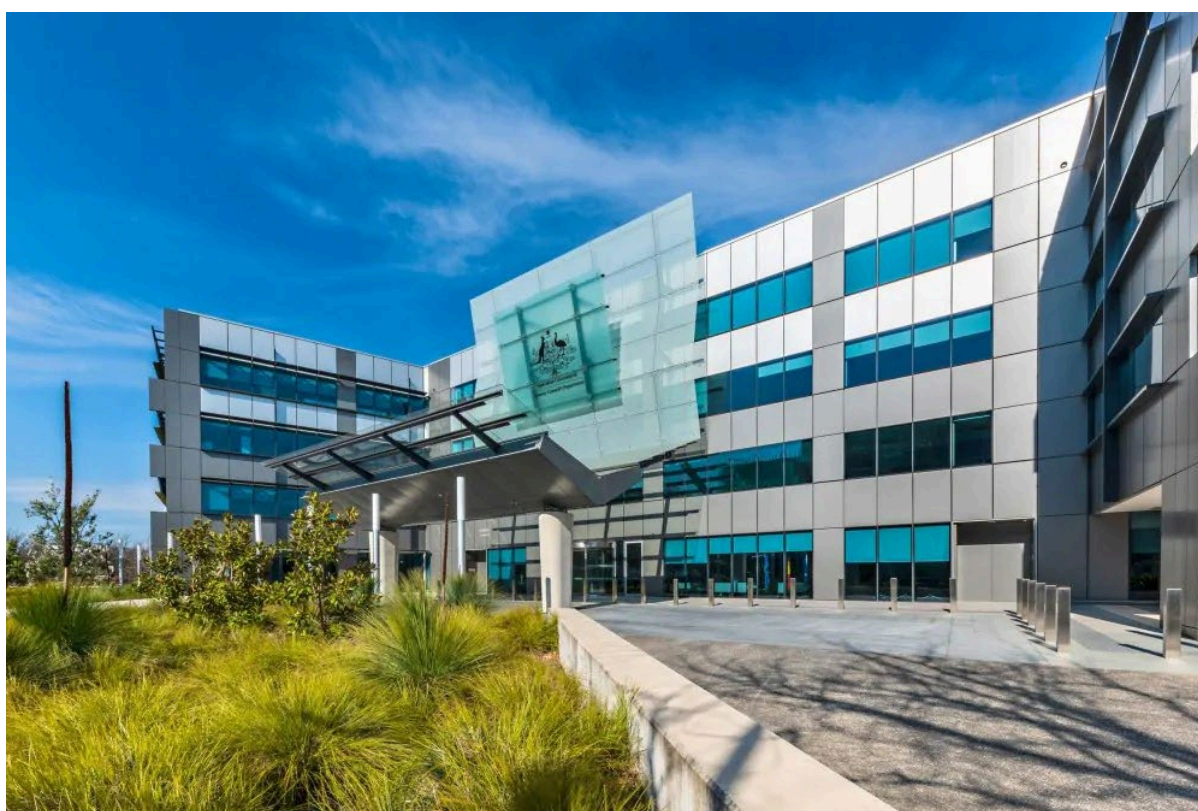




Australian Government

Attorney-General's Department

Proposed fit-out of existing leased premises at 3-5 National Circuit Barton, ACT



Public Works Committee submission

Detailed business case

Submission 1.0

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Executive summary

The [Attorney-General's Department](#) (the department) delivers programs and policies to maintain and improve Australia's law, justice, security and integrity frameworks. We are dedicated to supporting Australia's First Law Officer in achieving a just and secure society, guided by our core values of fairness, integrity and justice.

We deliver programs and policies that maintain and improve Australia's law and justice framework. We also provide legal services to the Commonwealth, including legal advice and representation.

Robert Garran offices, located at 3-5 National Circuit (3-5NC) Barton, ACT was purpose built for the department in 2009. ISPT Pty Ltd (ISPT) is the current owner and landlord of the building.

This detailed business case for the proposed fit-out of existing leased premises at 3-5NC represents a significant opportunity to consolidate our Canberra functions into one building from 3 buildings, achieving substantial savings for the Commonwealth and establishing an efficient and effective workplace for the department through until the end of the lease in 2036.

This project will:

- enable the department to consolidate from 3 buildings into one in Canberra, reducing the overall footprint by 6,817m² (or 26%) generating significant savings for the Commonwealth.
- use the landlord incentive, linked to the new lease of 3-5NC that commenced in 2024, as the primary source of funding for the proposed fit-out, with a portion funded by the Australian Government Solicitor (AGS). AGS has a full cost recovery-based funding model and is not funded by departmental appropriation. No appropriation is being sought to fund the project.
- support continued achievement of government occupational density targets, achieving a fit-out built density of 12.2m² per workpoint for the 'in scope' area of 16,131m².
- deliver a more efficient and productive workplace design to better support the department's functions into the future.
- reduce the department's under-utilised workspaces and costs associated with future workplace changes.
- potentially supplement the workspace requirements for some of our Statutory Office Holders and small portfolio agencies.

The proposed works is a partial refurbishment of the fit-out to 3-5NC enabling the department to consolidate into one building in Canberra, the scope includes:

- a new reception and shared meeting facilities
- demolition of existing modular and fixed built form on the work floors
- construction of new enclosed spaces on the work floors for offices, meeting rooms and other focused activities
- supplementing the small number of existing workstations with new workstations

- the consolidation and redesign of staff amenities including kitchens and breakouts
- the reconfiguration of existing services and new services where appropriate
- repainting all painted surfaces of the building's interior
- appropriate replacement of flooring where required
- other related construction works.

The project commenced in late 2023, with a learning and engagement phase that led to the establishment of the National Workplace Principles. Design development has been underway since April 2025, and the project completion is forecast for late 2027.

The estimated cost of the project is \$39.93 million (GST exclusive) which equates to a cost of \$2,475 (GST exclusive) per square metre.

Background

3-5NC comprises four levels of office accommodation configured across 2 wings with connecting bridges. A large central atrium space on the ground floor, controlled by ISPT, provides for a cafe facility and features additional amenity for staff gatherings, meetings and breakout. There are 2 levels of basement carparking which also feature an end of trip facility that was recently upgraded by ISPT.

The building is in Barton, adjacent to the Department of the Prime Minister and Cabinet, and within walking distance to Parliament House and other key Government stakeholders.

The department has occupied 3-5NC since construction, largely as the sole occupant of the building. It also currently has a lease on 2 large floors of 4 National Circuit (4NC) to house AGS, and a small tenancy at 6 National Circuit (6NC).

The department's current Net Lettable Area (NLA) in Canberra is outlined in the table below.

Location	NLA m2
3-5NC	19,641
4NC	6,342
6NC	475
Total	26,459

Consistent with the Commonwealth Property Management Framework (RMG 500) arrangements, the department entered into a new 12-year lease for 3-5NC from 6 April 2024 to 5 April 2036 with 2 further 5-year extension options available.

The landlord incentive linked to the new lease is the primary source of funding for the proposed fit-out.

Portfolio and organisational structure

The department leads a large and diverse portfolio of agencies, statutory bodies and statutory office holders as outlined below.

Courts and tribunals

- High Court of Australia
- Federal Court of Australia
- Federal Circuit and Family Court of Australia
- Administrative Review Tribunal

Integrity and oversight

- National Anti-Corruption Commission
- Inspector of the National Anti-Corruption Commission
- Office of the Commonwealth Ombudsman

- Office of the Special Investigator

Legal services

- Office of Parliamentary Counsel
- Office of the Commonwealth Director of Public Prosecutions
- Office of the Solicitor-General

Regulation and reform

- Australian Anti-Slavery Commissioner
- Australian Human Rights Commission
- Australian Law Reform Commission
- Independent National Security Legislation Monitor
- Office of the Australian Information Commissioner

The department consists of 4 operational groups:

- Australian Government Solicitor Group
- Justice and Communities Group
- Integrity and Security Group
- Enabling Services Group.

The organisational structure is available on our intranet site at the following link [Attorney-General's Department organisational structure | Attorney-General's Department](#).

Organisational purpose

As detailed in the department's [Corporate Plan for 2025-2026](#) our purpose is to achieve a just and secure society through the maintenance and improvement of Australia's law, justice, security and integrity frameworks.

We achieve our purpose through 4 key activities:

Providing legal services and policy advice and overseeing legal services across government

We deliver high-quality legal services, provide high-quality policy advice and oversee the effective and efficient provision of legal services to the Australian Government and its entities. We do this to ensure that decisions are based in law, to strengthen policy outcomes and to manage legal risk. We represent the Australian Government in constitutional and other disputes and assist it in resolving and managing significant and sensitive legal matters. We also manage international dispute resolution on behalf of the Australian Government.

Managing casework

We undertake casework relating to legal assistance, international crime cooperation, federal offenders, international family law, private international law and complaints under the United Nations human rights conventions in order to support Australia's law and justice frameworks.

Administering and advising on legal and policy frameworks

We design, implement, maintain, evaluate and reform legal and policy frameworks to improve outcomes for people in Australia in relation to rights, justice, security and integrity. We ensure access to fair and affordable institutions and mechanisms that promote accountability and the rule of law.

Administering and implementing programs and services

We administer and implement programs and services that improve access to justice for vulnerable people. We also deliver programs that support international regional partners to develop law and justice sectors and effective policy and legal frameworks for their country.

Staffing

The department employed 2,385 staff nationally as at 30 June 2025.

According to the departments 2024-25 Australian Government Property Reporting data 1,776 staff are allocated to the Canberra leases.

Need and purpose of the proposed works

The department currently occupies a combined 26,459m² in 3-5NC, 4NC and 6NC in Canberra.

The building at 3-5NC has a total NLA of 19,641m². The department is the sole tenant of the building and currently subleases 1,481m² of workspace to other portfolio agencies. The 'in scope' area within 3-5NC is 16,131m² for the project.

The department has supported a transition to hybrid working over the last few years. Building occupancy rates in Canberra are currently averaging 51% on any given day based on 2 years worth of trend data.

The opportunity to use the landlord incentive to refresh our workspace enabling the department to consolidate our Canberra footprint into one building is highly compelling.

The project will:

- enable the department to reduce its leased space in Canberra by 6,817m² (or 26%), generating significant savings in related property and operational costs.
- improve our occupancy to capacity ratio to 76%, with a total of 1,776 staff to work from 3-5NC which will have approximately 1,356 work points across the total NLA.
- achieve a fit-out built density to 12.2m² per workpoint for the 'in scope' area of 16,131m².

The investment in the fit-out at 3-5NC will address some inefficient elements of the existing fit-out initially designed in 2008 and add to the flexibility of our spaces to effectively support all the department's functions for the remainder of the lease. To ensure a cost-effective outcome and support sustainable practices, the project will reuse select built spaces, loose furniture and equipment where appropriate.

Objectives of the project

Our primary objective through this project is to reduce the department's Canberra footprint from 3 tenancies into one.

By consolidating our Canberra functions into one building at 3-5NC and completing a refresh of most of the building, we will:

- save the Commonwealth a significant amount of property related expenditure over the remaining term of the 3-5NC lease.
- reduce the department's excess and under-utilised workspaces and costs associated with future workplace changes.
- continue to meet government occupational density targets.
- deliver a more efficient and productive workplace design to better support the department's functions into the future.
- supplement the workspace requirements for some of our Statutory Office Holders and small portfolio agencies.

Through this process we have also focussed on a more efficient and effective use of the department's existing national footprint.

Options considered

The department considered the following options:

Use the incentive as a rent abatement over the term of the lease and continue to operate in 3-5NC with its existing fit-out

- Would reduce lease costs for 3-5NC but would not enable the greater savings that consolidating our Canberra footprint into 3-5NC will achieve.
- Would generate future property costs and impact productivity by continuing with an inefficient and inflexible workplace design.

Complete a full refurbishment of 3-5NC and consolidate the Canberra footprint into the building

- While this would present a leading-edge outcome for the design of our workspace and staff amenity, the costs of delivering an entirely new fit-out would be well in excess of the budget available from the landlord's incentive and AGS contribution. This option was not considered to be value for money or justified.

And the proposed approach to the project which is the basis of this business case:

Complete a partial refurbishment of 3-5NC, focussing on changes that are necessary to enable the consolidation of the Canberra footprint into the building

- Maximising the savings that will be achieved by consolidating into 3-5NC, reusing existing infrastructure where possible to minimise costs but still deliver a functional and productive outcome for the department within the funding envelope.

This option achieves value for money and the objectives of the project by utilising the lease incentive from the landlord and AGS' financial contribution to provide a flexible effective and fit for purpose fit out to 3-5NC. Whilst also achieving the consolidation into one building which achieves significant savings and reduces the department's overall accommodation footprint by 6,817m².

Proposed scope of works

The scope of works has been focussed on what is deemed necessary to facilitate the consolidation of the department's Canberra footprint into 3-5NC, to address inefficiencies in the existing fit-out, and to support all the department's functions now and in the future, including:

- a new reception and shared meeting facilities to address functionality and security requirements
- demolition of existing modular and fixed built form on the work floors which are no longer fit for purpose
- construction of new enclosed spaces on the work floors for offices, meeting rooms, and other focused activities
- new workstations to supplement the small number of existing workstations suitable for reuse
- new staff amenities including kitchen and breakout areas
- appropriate reconfiguration of existing services and new services where appropriate to support the fit-out, including hydraulic, lighting, fire, mechanical, electrical, communications security and audio visual/technology infrastructure
- repainting all painted surfaces of the building interior
- appropriate replacement of carpet tiles and hard flooring where required
- other related construction works, such as ceiling or partition make-good and replacement as appropriate to the fit-out.

Staff amenities

The fit-out will incorporate a range of spaces including dedicated rooms for first aid, breastfeeding and carers, and other multi-purpose facilities.

3-5NC includes two levels of basement carparking with allocation for visitors, accessible carparks, senior staff and general carparking available via an online booking system. Additional visitor and

accessible carparks are available in the building forecourt. The building has a total of 8 accessible carparks which is well in excess of the NCC requirement.

Other public carparking options available within walking distance to 3-5NC are available including both on grade and multi storey facilities. The new John Gorton Campus carpark provides over 1,000 car spaces in the Parkes area.

The building is serviced by the public bus network operated by Transport Canberra with stops located in proximity (within 100m) to the building's main entry.

To support other active transport options, ISPT has provided a modern and well-appointed end of trip facility in 3-5NC that includes showers, change rooms, lockers, bike storage and other amenities for staff.

Staff have access to a variety of childcare options within the Barton precinct.

The cafe located within the building's atrium provides dedicated services to the building. The Barton area is well serviced with several cafe and food service outlets within proximity to 3-5NC.

Sustainability, environment and heritage

There are no known environmental or heritage implications relevant to this project. A search was conducted of the Commonwealth, State and Local Government heritage database and registers and no registrations were found. Ref: [Australia's Commonwealth Heritage List - DCCEEW](#).

The department is dedicated to the implementation of Environmentally Sustainable Development initiatives on this project. This includes:

- compliance with the government's Net Zero and related requirements where applicable.
- reviewing sustainable design principles throughout the design process.
- ensuring all opportunities for sustainable building materials are assessed for suitability where possible.
- ensuring the operation and maintenance manuals clearly identify the sustainable initiatives implemented.
- encourage the development of innovative technologies, designs and processes that could improve the tenancy's environmental performance.
- reuse where deemed appropriate of loose furniture, workstations, fittings, equipment and existing fit-out built elements.

Environmental issues associated with this proposal will be managed in accordance with the relevant environmental management plans. A construction environmental management plan (CEMP) will be prepared by the contractors and reviewed by our expert consultant prior to commencement of the construction works. The CEMP will include suitable management and monitoring requirements for identified environmental issues associated with the construction activities.

The following issues will be addressed in the CEMP prior to commencement of the construction works:

- dust, air quality and odour management
- foreign object damage hazards
- noise and vibration
- hazardous materials storage and waste management
- stockpiling of construction materials
- contaminated materials
- construction traffic.

Work, health and safety

The project team and contractor will ensure compliance with the *Work Health and Safety Regulations 2011* (Commonwealth), the relevant Codes of Practice and workplace health and safety policies and procedures. Work Health and Safety will remain a top priority before, during, and after the proposed works, and the department will manage it with the highest level of diligence and oversight.

In accordance with the *Federal Safety Commissioner Act 2022*, the builder for the project will be required to be an accredited builder under the Work, Health and Safety (WHS) accreditation scheme.

Provisions for people with disabilities

The department is committed to inclusive design initiatives. The design is compliant with all statutory and technical requirements and aligned with [Australia's Disability Strategy 2021–2031](#).

The project design is compliant with the following:

- *Disability Discrimination Act 1992* (DDA)
- Access to Premises – Buildings, Disability Standards 2010 (Premises Standards)
- National Construction Code (NCC)
- Relevant Australian Standards.

An Access Consultant and NCC Consultant have been engaged by the department to ensure these standards are met and embedded in the design.

Extensive consultation has occurred with the department's internal diversity and inclusion networks.

Building owner scope of works

The Building Owner (ISPT) will undertake an upgrade of the building's bathrooms (excluding the End of Trip facilities recently upgraded by ISPT) in parallel with the department's works. ISPT may also consider incorporating other base building asset replacements into the program timeframe to improve efficiency and reduce tenant disruption. All these works will be funded if they proceed directly by ISPT, these are not related to the landlord lease incentive.

Cost effectiveness and value for money

The 'in scope' area for the project is 16,131m². The estimated cost of the project is \$39.93 million (GST exclusive) which equates to cost of \$2,475 (GST exclusive) per square metre.

This rate is above the \$1,500 – \$2,000 per square metre noted within the PWC Procedure Manual from December 2022. However, based on our specialist's advice, it reflects current construction market rates and is appropriate considering the scope of the proposed works, which includes a necessary security overlay, and more built form and specialised spaces to effectively support the full breadth of the department's functions.

The project will be delivered in a staged approach with the timeframe for works detailed in the section below.

The department has engaged a team of experts (refer to project team section below) to work alongside the internal project team to design and implement the project. Work will continue throughout the staged approach to ensure value for money is achieved. Gray Puksand will continue to develop detailed designs and advice throughout construction. WT Partnership will continue to provide costing planning services, ensuring validity of all pricing and that the project achieves value for money.

Consistent with the PWC Procedure Manual, the cost estimate excludes expenses unrelated to construction such as non-construction contingencies, relocation costs, base building works and fixtures and fittings (for example, workstations, loose furniture, and audio-visual equipment).

Several strategic and comprehensive value management exercises have been completed to ensure value for money and alignment with the project budget. The project costs will be funded by 3-5NC lease incentive provided by the landlord, and a contribution by AGS for the direct costs of the fit-out of its occupied work area, and a further proportional contribution from AGS for the shared spaces. AGS has a full cost recovery-based funding model and is not funded by departmental appropriation.

The estimated costs are based on the concept design developed by the project interior designers Gray Puksand, and cost estimates developed by independent quantity surveyor (WT Partnership). The estimated budget is based on P80 costs including escalation for the period of the project.

A full breakdown of the project cost estimate has been included in the confidential cost estimate submission 1.1.

Project team

Role	Organisation or person
Attorney-General's Department (project owner and client)	Project sponsor: Cameron Gifford (Chief Operating Officer) Senior Responsible Owner: Daryl Adam (Assistant Secretary, Property and Security) Chief Financial Officer: Scott Sharp Project Director: Jacquie Stirling (Director, WorkplaceAGD and Canberra Facilities) The WorkplaceAGD project team
Access consultant	Eric Martin and Associates
Acoustic engineer	To be appointed in late 2025
Engineering and sustainability	NDY a Tetra Tech Company
External project management and contract administrators	Dowse Projects
Interior designer	Gray Puksand
National Construction Code (NCC) consultant	CBS Building Certifiers
Quantity surveyor	WT Partnership
Relocation managers	To be appointed in late 2025/early 2026
Security and SCEC consultant	To be appointed in late 2025
Workplace strategists	That Works

Timeframe for works

The proposed fit-out is planned to commence in June 2026 with completion by December 2027.

The proposed schedule is subject to obtaining:

- ACT Government planning approval (Environment, Planning and Sustainable Development Directorate)
- agreement from this Committee to proceed with delivery.

There are a range of key timeframe drivers that if a delay is experienced will impact the overall savings able to be achieved, they include:

- the lease incentive must be fully claimed by the department from ISPT by February 2028.
- the savings for the Commonwealth will be reduced if the project is slowed or delayed as consolidation will take longer.

The table below provides details of the key milestones.

Phase	Commencement	Completion
Design, documentation and approvals	April 2025	February 2026
Tender for construction	February 2026	May 2026
Staged construction	June 2026	October 2027

Project completion	October 2027	December 2027
Post implementation report submitted to PWC		3 months post practical completion of the last stage
Defect Liability Period		12 months post practical completion of the last stage

Procurement options

The significant procurements relating to the project have been included in the department's annual procurement plan that is published on [AusTender](#).

All procurement activities associated with the project will be completed in full compliance with the Commonwealth Procurement Rules (CPRs) and the PGPA Act, ensuring transparency, accountability and value for money for the department and the Commonwealth.

AGS has been engaged to provide contract and associated commercial advice. AGS has also been engaged as the project's probity adviser.

A Managing Contractor form of contract will be used, and tendering will be based on a detailed design 'for tender' package. This still allows sufficient flexibility for adjustment and innovation by the contractor, if required, during the delivery of the works, but maintains full transparency for the department in managing the budget

Dowse Projects is engaged as an external project manager and adviser, and an independent quantity surveyor (WT Partnership) has been appointed to ensure all costs are allocated correctly and to assist in overall cost management for the project.

Consultation

Internal stakeholders

Over a 12-month engagement period, the department gathered intelligence from across each of its locations and functions to better understand its enduring business needs and the needs of its people.

The approach applied three key engagement pillars:

- Evidence-based and data driven
- Genuine, inclusive engagement and co-design
- Adaptive process - testing ideas and solutions along the way.

Key engagement activities are detailed in the below table.

Activity	Description
6 site tours of department sites	Across 3-5NC, 4NC, 6NC, Brisbane, Sydney and Melbourne to better understand the current workspaces available.
1,100 workplace comparisons	A review of the department's floor plan was completed to understand current space types, ratios, and volumes, resulting in a comparison of 1,100 departmental workspaces.
786 survey responses	A baseline workplace survey was conducted across the entire organisation.
External benchmarking	A comparison of the department's workspaces, staff opinion and utilisation were conducted with other similar federal government organisations.
16 leader conversations	With representative SES Band 2 and SES Band 3 leaders.
5 Diversity and Inclusion network conversations	Conversations were held with champions and co-chairs of the department's Diversity and Inclusion networks.
234,399 utilisation analyses	Analysis of historical building swipe access data was completed to review average, peak, and individual differences in office attendance.
120 discovery session participants	The department was invited to attend in-person and virtual discovery workshops to better understand workstyles and preferred workspaces.
8 study tours	Study tours were completed across modern examples of government and non-government workplaces in Sydney and Canberra.
14 division requirement summaries and 280 anonymous pulse response	Representatives from each division were engaged to define unique workplace, technology, and security requirements necessary to their function and roles and a pulse survey was conducted.
16 AGS team meetings	Further engagement with the AGS Group were conducted to better understand the unique functional requirements associated with legal service provision, including a townhall question and answer forum and AGS team meetings.
3-5NC prototypes/pilots	The temporary installation of prototype spaces and furniture set up in the atrium of 3-5 National Circuit enabled staff to try out and provide feedback on the usability and usefulness of alternate furniture and space options.
102 experience panel members	A voluntary staff and user experience panel was established to identify and engage directly with staff members interested in directly co-designing, testing, and influencing the design of future work environments.
60 deep dive codesign participants	Deep dive co-design staff workshops were held to focus on key areas identified as important to the department via earlier discovery activities. The sessions covered diversity and inclusion, secure working, and visitor experience.

This intelligence has been used to guide structured consultation and engagement with the following stakeholder groups:

- WorkplaceAGD Steering Committee
- the Executive Board and other related governance boards within the department
- staff forums – including the development of a voluntary user experience panel
- diversity network members
- specialist subject matter experts, including technology, security, property, work, health and safety, people and culture, and union representation
- divisional representatives
- internal communications and engagement.

Leaders and team members will continue to be consulted through the planning, design, development and implementation of the project.

Current networks and employee lead groups include:

- Culturally and Linguistically Diverse (CALD) network
- Celebrating Ability Network (CAN)
- Executive Assistant and Executive Officer network
- Gender Equity Network (GEN)
- Indigenous Employee Network (IEN)
- PRIDE in AGD
- Social club
- Sustainability network.

We will continue to engage internally throughout the project providing opportunities for consultation, feedback and input where appropriate to the implementation of the proposed fit-out.

External stakeholders

The department will continue to engage with portfolio agencies who may benefit from consolidating their own Canberra workspace into 3-5NC, subject to the appropriate space being available.

As the project progresses towards construction, the department will further engage with tenants in adjacent buildings, the ACT Government (Environment, Planning and Sustainable Development Directorate) and relevant approval authorities such as the Federal Safety Commissioner.

The Community and Public Sector Union (CPSU) will also be engaged on the proposed changes where appropriate.

Direct liaison with the operators of the cafe located within the 3-5NC atrium will occur; the cafe will remain in operation throughout project delivery. Further timely engagement with other relevant stakeholders to ensure appropriate consultation will occur in due course.

Governance structure

A project management plan has been developed which forms the basis of all governance for the project.

A Steering Committee was created at the commencement of the project. The role of the WorkplaceAGD Steering Committee is to provide oversight, decision making, guidance and engagement to enable the outcomes and operational effectiveness of WorkplaceAGD in the proposed fit-out of 3-5NC. The Steering Committee will ensure that WorkplaceAGD activities are conducted with integrity, transparency, and accountability. The Steering Committee is the key decision-making forum for WorkplaceAGD.

The Steering Committee continues to:

- set the strategic direction for WorkplaceAGD
- address the objectives of WorkplaceAGD, including implementation
- champion WorkplaceAGD outcomes and promote its benefits with staff
- invest in and support innovation and sustainability
- be informed by, draw on, and seek to influence our stakeholders
- facilitate a partnership approach across the department
- assess and address potential risks and challenges including reputational risks
- use feedback as a valuable tool for continuous improvement to enhance the effectiveness of WorkplaceAGD
- support change and facilitate cultural shift and the adoption of new processes, technology, policy and system changes
- monitor and report on the progress and success of WorkplaceAGD throughout the life of the Project
- consult and update relevant governance bodies, forums and stakeholders as required
- receive and review advice from internal and external expertise as required.

The Chair of the Steering Committee is the department's Chief Operating Officer. The Chair is responsible for upwards communication and engagement with Executive Board and the Secretary as well as any other Senior Leadership forums to ensure the messages and decisions being made in Steering Committee are being effectively consulted and communicated.

Membership of the Steering Committee is based on SES Band 2 representatives from each departmental Group and SES functional leaders from the department's Enabling Services Group.

Probity

A probity framework was designed to facilitate achievement of the following probity principles and objectives. These principles are to:

- ensure that the integrity of the project is maintained
- protect of confidential information
- support compliance with confidentiality obligations and maintain the integrity of the project
- ensure conflicts of interest are effectively identified and managed
- minimise the risk of conflicts or perception issues arising which undermine the integrity of the project
- ensure compliance with applicable legislation and policy
- ensure relevant legislative requirements are identified and complied with, particularly PGPA Act requirements
- ensure engagement with stakeholders and the market is managed appropriately
- ensure that the project meets the Commonwealth's operational requirements maintaining records
- assist in demonstrating the defensibility of the project.

Ensuring compliance with each of these probity principles will also help mitigate reputational and perception risks for the department, demonstrating its important role in public sector leadership and excellence in integrity.

To assist with this probity and legal providers (AGS) are engaged and have been from the start of the process. A key step in supporting the implementation of the framework is that all project team members, consultants and stakeholders have completed probity briefings and Conflict of Interest declarations. Probity is a standing item on the Steering Committee agenda.

Risk management

Risk and issue management is governed in accordance with the monitoring and control processes of the WorkplaceAGD Steering Committee and the Priority Delivery Committee both of which report to the Executive Board. Risk management is also documented in the project management plan.

The project's risk management plan contains the documented process and approach, from the establishment of the project and risk register and throughout the life cycle of the project, including during project finalisation and handover of any residual risks or issues appropriate to transition to standard ongoing operations.

The key risks identified for the project are detailed in the table below.

Risk	Proposed treatment
Budget	Ensure appropriate planning and requirements processes are undertaken with clear budget related considerations factored into decisions
Resourcing	Ensuring we have the appropriate internal and external resources engaged reflecting the significance of the project
Staff engagement	Ensure that all staff nationally are engaged and can provide feedback and influence the final solutions
Integrity and probity	Align approach to the expectations of government and the significant expenditure associated with this project

Project considerations

Staging strategy

The works will be staged considering the following limitations:

- long lead time acquisition constraints
- temporary staging of divisions in churn space as the building will remain operational throughout the fit-out
- proposed location of divisions
- accessibility to flexible working to manage noise and disruption if needed
- facilities onsite to remain operational. This includes the café in the atrium.

Property aspects

There is no significant property issues associated with the project.

Reasons are outlined below:

- there are no property acquisition or disposal aspects associated with this project
- there will be no change to existing land use conditions
- no Government Furnished Facilities are associated with the works
- no known native title/indigenous land use agreement issues associated with the proposed works
- no known archaeological heritage issues associated with the works.

Security

The facility will be constructed to align with the requirements of the Australian Government's Protective Security Policy Framework (PSPF) and Information Security Manuals (ISM) security standards which is broadly categorised under 6 areas:

- Governance – security planning, roles, training and reporting
- Risk – managing security risk, including enterprise risk management and third-party risks
- Information – classifying, handling and safeguarding information and data
- Technology – IT systems and cyber security
- Personnel – eligibility and suitability of people, security vetting, ongoing suitability and separation
- Physical – security zoning requirements and site selection.

Work will also be undertaken to the foyer to align with new security guidelines and designed to assist in minimising threat levels to front of house and the department's staff and visitors.

There is no intention to construct new secure areas.

A key management step in security is having the contractor supply a construction management plan (CMP) which will be reviewed and enforced by our Security Construction and Equipment Committee (SCEC) engineering consultant.

ICT services

The project will utilise a combination of horizontal category 6A cabling infrastructure along with WIFI coverage in line with the flexible working arrangements. Where required secure networks will be distributed by fibre network as required by the ISM. Cabling will generally be new to the outlet on the floor with the existing comms rooms to be reused.

There are no major upgrades to the department's ICT infrastructure environment as a part of the project. There will be upgrades to appropriate audio-visual functionality throughout the building. The project will reuse existing functional audio-visual equipment. This will be supplemented with new equipment where necessary.

Base building services

The existing base building services are functionally appropriate for a building of this age and design. The following systems are present:

Mechanical

- Mechanically the building largely operates 2 sets of air handling plant, one for each wing of the building and utilises variable air volume (VAV) zoning consistent with the Property Council of Australia A grade requirement.
- The following mechanical systems are provided for supplementary tenant use:
 - condenser water for additional cooling requirements
 - outside air for increased ventilation
 - general exhaust for breakout or print rooms.
- The building maintains 5+ star National Australian Built Environment Rating System (NABERS) energy rating and 4 Star Greenstar rating.

Electrical

- The building provides separate tenant distribution boards which will be reused for these fit-out works.
- Existing lighting is to be reused throughout with minor additional lighting new feature areas.
- Office lighting zones to allow individual spaces to be switched off to facilitate energy savings.
- An automatic building control system to optimise the operation of air conditioning and lighting and save energy.

Hydraulics

- Low water flow fixtures and rainwater reticulation system to conserve water resources.
- 4 Star NABERS water rating.

Fire

- The building is serviced by:
 - both wet and dry fire systems and is subject to an alternate fire engineered solution
 - sprinkler protection throughout
 - dry fire smoke detection
 - hydrant and fire hose reel coverage as per the Fire Engineering Report.

Impacts on community

The project will not impact the local community in a physical sense as the work is being completed within the existing premises at 3-5NC.

During the construction stage of the project, any potential traffic impact will be mitigated through Traffic Management Plan established prior to works commencing.

The local economy will see positive contributions from the project, through job creation during the construction and through the purchase of goods and services from successful suppliers to the project.

Glossary

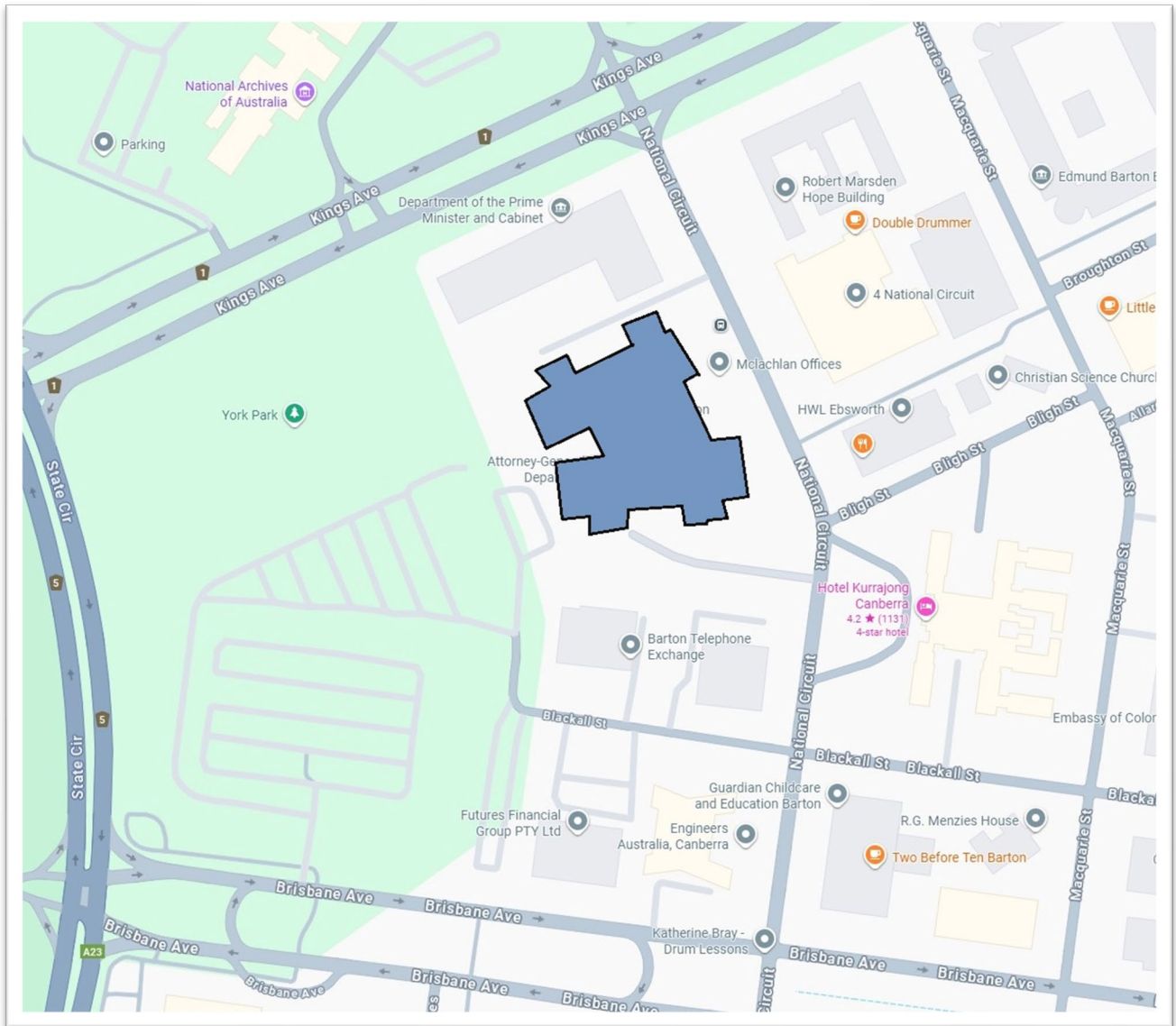
AGS	Australian Government Solicitor
CPRs	Commonwealth Procurement Rules
CEMP	Construction Environmental Management Plan
CMP	Construction Management Plan
DDA	Disability Discrimination Act
ISM	Information Security Manual
NCC	National Construction Code
NLA	Net Lettable Area
PSPF	Protective Security Policy Framework
PGPA	Public Governance, Performance and Accountability Act 2013
PWC	Public Works Committee
WHS	Work, Health and Safety

Attachments

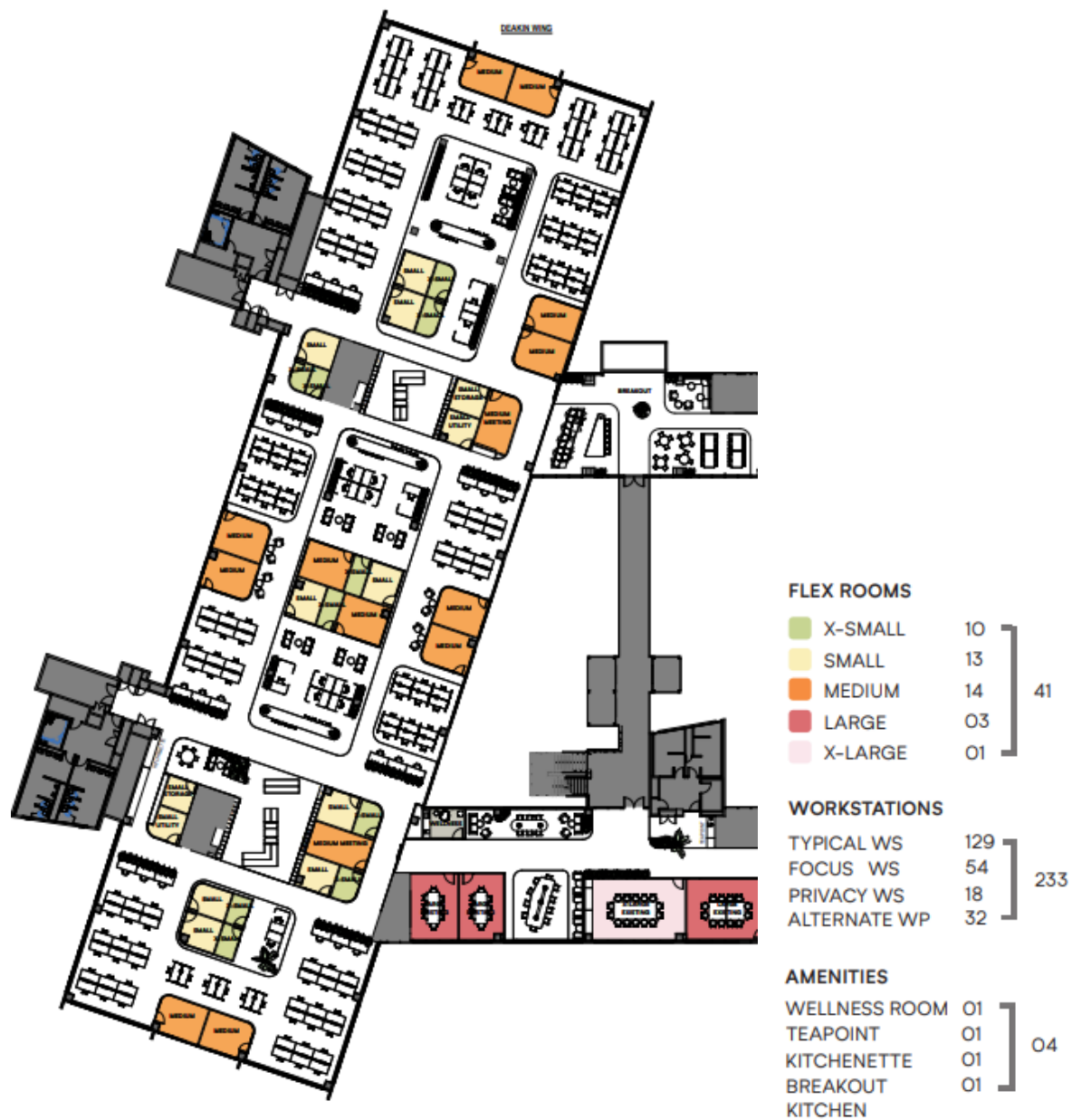
Attachment A – Site plan

Attachment B – Typical floor plan

Attachment A - Site plan



Attachment B - Typical floorplan



*greyed out areas are out of scope