



Proposed fitout of leased premises 949 Ann Street, Brisbane

Australian Federal Police

1.0 Public Submission

to Parliamentary Works Committee

March 2026

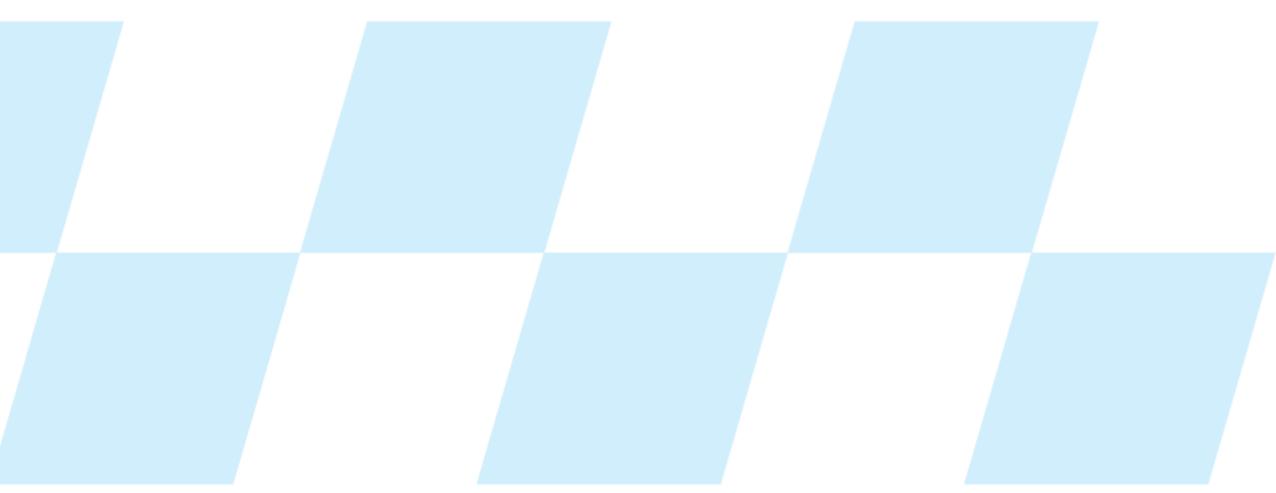


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The Australian Federal Police acknowledge the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, sea and community.

We pay our respects to the people, the cultures, and the elders past, present and emerging.

1. Executive Summary

1.1 Introduction

- 1.1.1 The Northern Command of the Australian Federal Police (AFP) is located in Brisbane Queensland. The property portfolio consists of two major offices, with a combined footprint of 9,389 square metres. The two sites include a 7,396 sqm tenancy at 45 Commercial Road, Newstead expiring 31 December 2030 and a 1,993 sqm tenancy at 180 Alfred Street, Fortitude Valley expiring 26 July 2029.
- 1.1.2 With the approaching lease expiries, the AFP have considered potential long-term operational efficiencies that may be achieved through consolidation and co-location opportunities for these two sites.
- 1.1.3 The AFP undertook an open approach to market for new leased accommodation in 2025, the outcome of which was the long-term lease of 10,594 square metres located at 949 Ann Street, Brisbane. The lease will commence in July 2029, following the construction of the purpose built facility by the developer, and will accommodate AFP personnel from the two expiring leases, as well as members from its broader operational workforce. The July 2029 lease commencement will allow for the AFP relocation to occur in a manner that least disrupts operations, and allows for the decommissioning of the existing sites.

1.2 Scope

- 1.2.1 This new facility will include specialist and technical operational facilities, as well as office accommodation for the AFP's Northern Command workforce. It will provide a modern and technological advanced workplace, supporting the AFP to deliver its important role in defending Australia from domestic and global security threats.
- 1.2.2 This works proposal maximises value for money through provision of purpose built, fitout for purpose accommodation for the AFP workforce in Brisbane, as well as providing improvement through efficiencies, increased occupational density, and minimising disruption to AFP operations. The proposed new facility will accommodate the AFP's operational teams and include building operations areas (guard room, armoury etc), member services areas (Gymnasium, Major Incident Room etc), basement working hubs (vehicle workshops etc) and specialist areas (laboratories, exhibit store etc).
- 1.2.3 The site will also allow for the anticipated growth of the AFP workforce associated with the growing strategic importance of Northern Command, Brisbane. This growth is associated with the AFP's role in supporting an increased Australian presence in the

Pacific (including the bespoke training centre in nearby Pinkenba), the strategic geopolitical importance of Brisbane as Australia’s largest northern city and as a gateway to Asia, the increased requirements associated with the Brisbane 2032 Olympic Games, the impacts on increased drug importations, and growth in crime driven by increased population density in Southeast Queensland.

- 1.2.4 The fitout concept design has been developed in consultation with the AFP Brisbane based workforce, specialist operational areas, and staff representative groups. The AFP have also recently adopted a national fitout standard that is being deployed across all sites as opportunities become available through the expiration or extension of leases.
- 1.2.5 Whilst much of the site will be utilised for specialised operational purposes and therefore will not be subjected to the 14 square metre occupational density target (as specified in the Commonwealth Property Management Framework (Resource Management Guide 500)), the office areas have been designed to comply with this target, with an anticipated occupational density of 13.7 square metres.
- 1.2.6 This submission is therefore referred to the Committee for the proposed fitout of 10,594 square metres at 949 Ann Street, Brisbane, at an anticipated project cost of \$89.3 million (excluding GST). Subject to Parliamentary approval, the works are expected to commence in October 2027 and due for completion in July 2029.

2. Purpose of works

2.1 Purpose of the proposed works

- 2.1.1 The purpose of the proposed works is to provide a modern, fit for purpose, fitout in a new lease facility, that will meet the AFP’s operational requirements for its Northern Command Headquarters from 2029. The proposed facility and its fitout has been developed in response to the AFP’s requirements, including works necessary to support the role of the AFP and to meet its priorities to achieve its mission, the principles within the AFP Property Strategy, and the unique needs of Northern Command and its specific property objectives.

2.2 Role of the AFP

- 2.2.1 As Australia’s national policing agency, the AFP’s role is to defend and protect Australia and Australia's future from domestic and global security threats. The AFP prevents and disrupts threats to lives, livelihoods and Australia’s way of life here and overseas. In late 2025, the AFP Commissioner set new priorities to achieve the AFP’s mission, which include:

- Priority 1 - Future proofing our workforce
 - Ensuring we are recruiting and retaining the best members, we have career pathways and mobility, and that our employment, health and wellbeing conditions, facilities, equipment, training and culture support our members to do their job effectively and safely.
 - The AFP to be the best police agency in the world to work for, requiring the right leadership, culture, opportunity and integrity.
- Priority 2 - Supercharging global operations
 - We will be smarter about what we do with our resources and access offshore, including disrupting threats before they reach our borders. By taking this approach, we also make it more cost effective and safer to do our work.
 - We will also protect Australians offshore through rapid police-to-police engagement and build resilience in partner countries.
- Priority 3 - Defending Australia's domestic security and our region
 - This is our work across investigations, protection, aviation, and AUKUS, supported by our enabling and capability areas. It is also a recognition that to defend our country, we need to defend the region we live in. We will not be siloed as an agency. Traditional crime types are overlapping, and criminal lines are blurring - we will work smarter to ensure we attack the threat at its core.
- Priority 4 - Protecting vulnerable communities
 - Vulnerable communities include our children who should be able to live free from child exploitation and sextortion, and youth who are being radicalised online by terrorist or state actors. Vulnerable communities also include victims of forced marriage or forced labour. Protecting our future prosperity goes to the welfare of our next generation. Also, this is not just about stopping criminals who are targeting Australia from a distance. This is ensuring we prioritise our social cohesion and are nimble in how we respond to those who are willing to damage our social fabric and create hatred, division and violence towards targeted and marginalised communities.
- Priority 5 – Investing in technology and capability
 - To help defend Australia and keep the community safe, we will prioritise investment in technology and capability, including artificial intelligence and big data management tools.
 - Science is one of the strongest weapons we have, and our forensic capability gives the AFP an edge against criminality. Where others see nothing, forensics

sees possibility. Where criminals think they've left no trail, forensics uncover the truth.

2.3 AFP Property Strategy

2.2.1 The AFP Property Strategy aligns with the AFP Mission and the Priority Areas, through establishing a set of principles through which decisions and investment relating to the property portfolio can be considered. The principles within the Property Strategy include:

- Deliver outcomes and operational excellence.
- Enhance the employee experience.
- Improved collaboration and enable innovation.
- Build reputation, alliances, and pride.
- Leadership in policy compliance and cost efficiency.

2.2.2 The proposed fitout works at 949 Ann Street aligns with the AFP Mission, the AFP Strategic Priorities and the Property Strategy through achieving the following key objectives:

- Cost effective and fit for purpose accommodation to support the AFP operations in the Brisbane area – ensuring that resources are deployed in an efficient manner to help the AFP to disrupt crime threats as early as possible.
- A facility that will align with the AFP's purpose, vision and values, to positively impact of the AFP's workplace culture, through provision of an environment that fosters collaboration, productivity, connectivity and staff wellbeing - allowing the AFP to recruit the best workforce and to attract and retain talent.
- A facility that will support the growth of the AFP workforce in response to key operational challenges, through provision of flexible workspaces, enabling its people to collaborate as crime types overlap and criminal lines are blurring.
- A facility that will incorporate modern technology and embracing science, providing the AFP the flexibility to adapt to future needs and evolve with technology advances in future.
- Value for money for the Commonwealth achieved through an open, fair and transparent procurement process.

2.4 Northern Command Property Objectives

2.3.1 Specific objectives relating to Northern Command's operational requirements that will be met through the works include:

- Enhance people environment: Provision of a facility that promotes capability uplift to establish a dynamic, readily deployable workforce whilst remaining committed to health and wellbeing enabling the Command to respond to prevailing threats and challenges in Australia and overseas.
- Improve operational partnerships: Consider a location that supports investment in sustained trusted law enforcement partnerships along with establishing new partners, in NGOs, academia and industry, to enhance the effectiveness of our business in line with our operational platform.
- Improved operational platforms:
 - Escalate the rate of operational output in the detection, disruption and enforcement of Commonwealth Crime in Queensland or that impacts upon Queensland.
 - Build a comprehensive picture of risk, threat and vulnerabilities.
 - Enterprise, flexible and agile deployment
 - Provide excellence in service delivery to designated high office holders and dignitaries.
- Accommodation – Northern Command aim to co-design more suitable, fit for purpose, future enabled accommodation, providing clear and consistent fitout standards across diverse work areas.

3. Need for works

3.1 Existing properties

- 3.1.1 Northern Command encompasses the state of Queensland and enforces Commonwealth Criminal law and effectively addresses threats impacting Australia's National Security and Commonwealth interests. Northern Command are set apart by Queensland's wide and diverse geographical footprint, the presence of three designated (international) airports and connection to the Pacific.
- 3.1.2 To meet the needs of Northern Command, the AFP currently leases two major sites in Brisbane, from which it coordinates its operations across other sites in Cairns, Gold Coast and Thursday Island, the bespoke training centre in nearby Pinkenba, as well as other discreet sites throughout the state.
- 3.1.3 The two major Brisbane sites are located in Newstead and in Fortitude Valley. The largest of these sites is 45 Commercial Road, Newstead, which the AFP have occupied since 2016. The lease for this site expires 31 December 2030, with two further options to renew for a

period of five-years each. The premises is 7,396 square metres and the site contains the majority of the AFP's Brisbane based workforce, with approximately 240 AFP officers working from this site.

3.1.4 The second site, located at 180 Alfred Street, Fortitude Valley, includes 1,993 square metres of space to meet the specific needs of the Australian Centre to Counter Child Exploitation. The AFP have leased this tenancy since August 2019, with the lease expiring on 26 July 2029 and there are no further options to renew. This site accommodates 81 AFP officers.

3.1.5 Both sites are deficient in meeting the AFP's strategic requirements, expanded operational requirements, workforce growth and the broader amenity needs of the AFP's Brisbane workforce. Specific issues relating to the existing sites include:

- Lack of adequate storage areas for general and specialised equipment.
- Lack of accessible parking or public transport to get to and from the workplace.
- Inadequate meeting rooms, quiet rooms, collaborative spaces, multipurpose rooms (Operational Rooms & Major Incident Rooms) with reliable Audio Visual (AV) and video conferencing equipment.
- Health and Wellbeing facilities (gymnasium, SHIELD clinic and consult rooms) are inadequate for the current and future workforce needs of the AFP.
- Inadequate specialised team spaces, e.g., laboratories (vehicle, viewing rooms external to laboratories) workshops and operational spaces (dedicated viewing areas for sensitive material).
- Lack of adequate break out spaces (dining/lunch/break rooms).

3.1.6 Whilst the existing leased sites may be able to be upgraded to address some of these deficiencies, this would require significant capital investment and would likely represent a compromised solution for the AFP due to base building design deficiencies that could not be addressed without a complete rebuild of the facilities. The condition of the AFP's Commercial Road tenancy is of particular concern, with frequent water ingress issues disrupting the AFP's use of the tenancy and increasing operational risk.

3.1.7 Whilst both sites may appear inefficient (45 Commercial Road is at 30 square metres per occupied workpoint, and 180 Alfred Street is at 24 square metres per occupied workpoint) by Commonwealth occupancy standards, neither could be made efficient without significant refurbishment and installation of a new fitout at the AFP's cost. Both sites also contain significant 'non-office' area, secure zones, and areas that have unique operational needs.

3.1.8 An additional to the above workforce, around 160 AFP officers work at alternative discreet sites throughout Brisbane as part of the AFP’s operational requirements. This provides a total current AFP workforce in Brisbane of around 481 staff.

3.1.9 In addition to this workforce, around 100 remote workers utilise Northern Command offices but service AFP needs in other jurisdictions (remote workers). These remote workers require unallocated seating within the Northern Command Headquarters to undertake their roles.

3.2 AFP Brisbane Strategy

3.2.1 The AFP’s Brisbane based command, Northern Command, is growing in strategic importance. This is expected to see the Northern Command workforce increase in size by approximately 95 officers, with an estimated total workforce of 576 staff by 2029. The external factors leading to this workforce growth include:

- AFP’s role in supporting an increased Australian presence in the Pacific.
- Brisbane location growing in strategic geopolitical importance as Australia’s largest northern city and as a gateway to Asia.
- Increased requirements associated with the Brisbane 2032 Olympic Games.
- Impacts on increased drug importations including the outcomes of the Drug Lifecycle Working Group and the National Environmental Remediation Program (NERP).
- Growth in crime driven by population growth.

AFP’s role in supporting an increased Australian presence in the Pacific

3.2.2 The AFP play a critical role in the Pacific Policing Program, announced by the Prime Minister in August of 2024. This initiative included an approximate \$400 million investment over five years to achieve enhancements in building infrastructure and operational capabilities through the Pacific.

3.2.3 The AFP opened the Brisbane Development and Coordination Centre in December 2024 (the Hub). The Hub provides training facilities such as simulated house environments, multi-floor scenarios, dark scenario spaces, and safety and tactical training areas.

Strategic geopolitical importance

3.2.4 The AFP’s role in Brisbane is expanding, as the Indo-Pacific becomes the centre of global strategic competition. Brisbane’s geography, infrastructure, and alliance linkages elevate it

as a pivotal security gateway to Asia. Australian investment in northern National Security and Defence related facilities, integrated logistics, and increasing role leading multinational cooperation, positions Brisbane to underpin Australia’s regional engagement.

Brisbane 2032 Olympic Games

3.2.5 The Brisbane 2032 Olympic Games are anticipated to increase the importance of the AFP workforce in Brisbane, both in the lead up to and during the games. The games are expected to impact the AFP Brisbane workforce through:

- Significant staff mobilisation and resource allocation through the coordination and deployment of an estimate 3,000 police personnel across QLD, with an anticipated 4.6 million people anticipated to attend events relating to the games.
- Enhanced governance and strategic planning with an increased complexity of governance and interagency coordination required across the AFP and QLD Government level policing.
- Elevated Security Framework overlay across venues, informed by comprehensive risk assessments and centralised coordinated operations across venue security, counter-terrorism, and crowd control.
- Anticipated increased cyber security treats associated with cyber-attacks on ticketing, broadcast and transport systems.

Impacts on increased drug importations

3.2.6 The AFP is the lead agency responsible for detecting and prosecuting the importation and exportation of illegal drugs in Australia. Its role spans the entire drug business model, targeting communications, finances, logistics, and operations both onshore and offshore. The volume of drugs entering the country has generally surged across all ports as cartels target Australia. The Port of Brisbane has seen a major increase in the detection of large-scale drug consignments which have been linked to or seized at the Port of Brisbane. The Northern Command Headquarters plays a pivotal role in supporting the AFP workforce to combat this crime area.

Growth in crime driven by population growth

3.2.7 Over the past few years, southeast Queensland has been one of Australia’s fastest growing population areas, growing at 2.5% annually or by approximately 100,000 residents each year. The Queensland Government’s population projections show continued growth, predicting a total population of between 6.4 and 8.27 million by 2046.

3.2.8 Based on international comparison data, the law enforcement presence in Brisbane could be anticipated to grow by 264 police offices each year to respond to this population growth. Whilst the Queensland State Police account for much of this growth, the AFP’s Brisbane office could also be expected to see accelerated expansion aligned to this forecast population growth.

4. Options considered

4.1 Property Planning

4.1.1 The AFP considered five options in its property planning process and subsequent cost-benefit analysis for the Northern Command, Brisbane office. These options included:

- Non private lease solutions including: Acquisition of an existing facility, Design, build and operate a new purpose-built facility, and Whole of Government options.
- Status quo (take no action).
- A new leased facility sourced through an open approach to market.

4.2 Non-private leased solutions

4.2.1 Non-private lease solutions which were considered, but were subsequently discounted are summarised in the table below, along with the rationale for the options being discounted:

Option	Rationale 1	Rationale 2	Rationale 3	Rationale 4	Outcome
1. Acquisition of existing facility	✓	✓	-	-	Discounted
2. Design, build, operate	✓	✓	✓	-	Discounted
3. Whole of Government Options	-	-	-	✓	Discounted

Descriptions of each rationale used in assessing the viability of discounted options are provided below:

Rationale	Description
Rationale 1	The Commonwealth’s current policy position is not to own assets unless they are special purpose facilities.
Rationale 2	Capital funding to support such an initiative is not readily available. Approval of submission for capital funding of this magnitude through the Budget process (in the current economic climate) would not be certain and would put the project at high risk of not commencing or would result in extended delay in the delivery of the new accommodation solution.
Rationale 3	The timeline required for the Commonwealth to develop, procure, construct and commission a building usually exceeds lease expiry profiles. Further, the timing for this option can impact negatively on project timeframes as the solution would likely be delivered in a much later timeframe than private developers.
Rationale 4	There are no fit-for-purpose Whole of Government Options available in the locality that could accommodate this specialist requirement in the available timeframe.

4.3 Available options considered

4.3.1 The following options were considered by the AFP to meet the needs of Northern Command in Brisbane:

- Status quo (take no action) – represented as a Base Case for the purpose of comparative assessment. Under this scenario, the AFP would remain in its two existing tenancies through the extension of the existing leases. A new long term lease would be entered into once the existing term and the option terms expired.
- A new leased facility, consolidating the two sites, sourced through an open approach to market procurement process.

4.4 Status Quo (take no action)

4.4.1 The status quo option was deemed unviable due to its failure to meet the AFP's qualitative requirements, the cost associated with base building and fitout upgrades, and the high risk associated with securing funding for this option.

4.4.2 The qualitative factors included the deficiencies in the current sites (both to the base building and the AFP fitout), the failure to achieve collocation, an inability to accommodate workforce growth, and the significant disruption to the AFP's operations (assuming capital investment be obtained to rectify these deficiencies). The AFP also considered it would be unlikely to secure funding through the Budget process to undertake the required works.

4.5 A new leased facility sourced through an open approach to market

4.5.1 The AFP received several responses to its open approach to market, which were subject to a robust evaluation process in order to ensure the preferred option achieved a value for money solution to the Commonwealth. Of these options, the preferred tenderer was for a new lease of 10,549 square metres at 949 Ann Street, Brisbane. It is proposed that the new facility will be constructed from late 2026, in order for the AFP to take occupancy by July 2029, ahead of lease expiry of its existing two leased premises.

4.5.2 A Cost Benefit Analysis (CBA) outlining the assessment of options was undertaken by the AFP to support the consideration of options. This CBA is included as an appendix to the Confidential Cost Submission.

5. Scope of works

5.1 The building

- 5.1.1 The proposed location at 949 Ann Street, Brisbane is the preferred option from the AFP's open approach to market lease procurement process. The facility will comprise a 10,594 square metre, purpose-built, high security facility, supporting AFP's operations for 30 years and beyond. The AFP fitout of the facility will be integrated with the construction of the base building. Delivery will be governed through an Agreement for Lease.
- 5.1.2 The base building is designed in accordance with PCA A Grade, tailored to suit the AFP's requirements brief. The 11-level building (including basements) boasts floor plate sizes of 1,200 to 1,500 square metres, third spaces for workforce amenity, best in class end of trip facility, a foyer café and 2 levels of basement parking including special allowances for the access, manoeuvring and storage of the AFP specific delivery vehicles.



Image 1 – 949 Ann Street, Corner view, Ann and Chester Streets

5.2 Location

- 5.2.1 The property is strategically situated within the recognised office precinct of Fortitude Valley and in close proximity to complementary office buildings occupied by other Commonwealth Agencies. The location enjoys convenient access to all forms of public transport, retail services and retail amenity due to its location close to public transport and major arterial roads.
- 5.2.2 There are seven bus stations located with a 500 metre walk from the location, and the Fortitude Valley Train Station is located within 1km of the site. Other public transport options include the City Cat Ferry (15 minute walk), and dedicated cycle paths within the immediate vicinity of the site. A transport and amenities map has been provided at Annexure 1.

- 5.2.3 There are at least six major public carparks within 700 metres of the site, providing access to approximately 1,900 car parks for AFP staff (in addition to the secure car parks included in the basement of the new facility).

5.3 Zoning and local approvals

- 5.3.1 The property is located within Brisbane City Council's Valley Gateway Precinct (NPP-003) of the Fortitude Valley Neighbourhood Plan and is zoned MU1 – Mixed Use (Inner City). This zoning provides for commercial, office, and mixed-use development that contributes to a vibrant, urban employment hub supported by complementary retail and service uses. It enables taller built form outcomes, larger and more efficient floorplates, and active frontages, consistent with the precinct's intent to accommodate commercial buildings.
- 5.3.2 The property is currently the subject of an existing approval for a 15-storey commercial office development totalling approximately 13,000 square metres with basement parking. The design for the proposed AFP building will require a Standard Code Assessment through Brisbane City Council, with this application anticipated to be achieved by mid-2026. Early advice from the developers planning consultant is that the application is likely to be approved given it falls within the existing approval building envelope.

5.4 Land acquisition

- 5.4.1 No land acquisition is required in relation to the proposed works. The AFP will enter into a lease in accordance with the requirements of the LAA.

5.5 Planning and design concepts

- 5.5.1 The building provides generous ground floor setbacks, combined with an elevated ground floor plane, allowing for the integration of security features with landscaping features to improve the buildings aesthetic appeal. Whilst the lower floors will be primarily concrete materials for security purposes, landscaped structural elements will soften the façade and enhance the buildings civic engagement.
- 5.5.2 The building façade on the upper levels are primarily glass, to enable natural light to penetrate the tenancy. Natural elements will be incorporated to both soften the appearance of the building, as well as to provide improved environmental performance, privacy and shielding.
- 5.5.3 The mechanical services will consist of sheet metal ductwork with flexi-duct supply-air outlets to maximise the AFP's future flexibility should it be required to adapt its workspaces in future. Other mechanical services elements will include:

- Pipework: Including condenser water stub take offs on each floor with thermal metres.
 - Variable Air Volume (VAV) boxes: Low temperature VAV system to suit the AFP fitout requirement.
 - Supplementary units: For areas with increased density (meeting rooms) or additional heat load (computer service rooms), supplementary units serviced by base building condenser water.
 - General exhaust: Including for the kitchen areas, bathrooms, and other areas requiring an exhaust system.
 - Centralised plant: Including chillers, pumps, cooling towers, boilers, duct and pipe risers.
- 5.5.4 The hydraulic services will include water supply, sanitary drainage, hot and cold-water reticulation, condensate drainage, chilled / boiling water units, trade waste, rainwater harvesting and gas services.
- 5.5.5 The electrical services will include lighting, power, emergency power, communications, risers, switchboard, roof top communications, and MATV facilities.
- 5.5.6 The AFP’s acoustics requirements will be met through the provision of:
- Ground Level Façade: Thermal and acoustic elements specifically engineered to meet the AFP’s requirements.
 - External walls: Thermal and acoustic elements to meet performance requirements aligned to PCA A Grade standards for office space.
 - Façade: Vision Glass to be insulation glass units (IGU) with high performance low-e coating in line with thermal and acoustic performance requirements.
- 5.5.7 Landscaping elements are included in the base building areas, including on the ground floor plane as part of the façade, to soften the aesthetic of the building as well as to provide improved environmental performance, privacy and shielding.

5.6 Environmental Sustainability

- 5.6.1 Due to the AFP’s status as a security agency, the building is exempt from some of the energy targets relating to the Net Zero in Government Operations Strategy (Net Zero in Government Operations Strategy – Page 23). This includes the requirement for office buildings to meet 5.5 NABERS.

5.6.2 Despite this exemption, several sustainability features have been incorporated into the proposed building, including:

- Green Star – The building is designed to achieve a 5 Star Rating.
- NABERS – The building is designed to achieve a 5 Star Rating (targeting 5.5 via theoretical modelling).
- Water usage – The building is targeting 4 points under the Green Star strategy.
- Waste Management – in accordance with Green Star requirements.
- Indoor Environment Quality - The building is designed to achieve 60% (or greater) points under the Green Star Strategy, including points for thermal comfort.

5.6.3 Whilst the proposed site can include a larger office building, the proposed AFP building will effectively utilise all available area for development, with no further future developments planned.

5.7 Provision for people with disabilities

5.7.1 The proposed fitout design and specifications will meet all applicable codes and standards, including access requirements and provision of services for people with disabilities. The fitout design will comply with legislative requirements including:

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

5.7.2 The needs of persons with disabilities will be considered through the design development phase, including mobility access, design layout, colour contrast and intensity, graphics and signage, as well as location of equipment. Breakout areas will provide universal access facilities for individuals with mobility or other impairments. Loose furniture will be selected to accommodate a diverse range of users and support varying needs.

5.8 Childcare provisions

5.8.1 There are five childcare centres within an approximate 500 square metre radius of the proposed site, providing approximately 500 childcare places for AFP staff.

5.9 Security Measures

5.9.1 The security measures will incorporate several elements, including:

- Lighting: External and footpath lighting to provide statutory requirements and support the lighting levels required for the CCTV system.
- Access Control: Providing a single partition usage, proximity access control system to the following areas:
 - Main entrance points.
 - After hour entrance points, including car parking and end of trip facilities.
 - Basement lift lobbies.
 - Fire stairs.
 - All lifts.
- CCTV: Providing cameras to all building entry and exits, and internal common areas on a dedicated network.
- Duress Alarms: Discreet alarm points at public interface points, and specific areas within the tenancy, as required by the AFP operations.

5.9.2 Security features are designed in compliance with the Protective Security Policy Framework (2025), with a Security Construction and Equipment Committee (SCEC) endorsed security consultant as part of the design team, and the building certified on completion of the fitout prior to the AFP taking occupancy. The building will include several security areas (Zones 3 - 5) to meet the operational needs of the AFP.

5.10 Fire protection

5.10.1 Fire protection has been incorporated into the design through several elements including:

- Sprinklers: Incorporated into the design with a combined fire hydrant and fire sprinkler system, including hose reels in compliance with the current building regulations and Australian Standards.
- Detection system: Including smoke detectors to meet the requirements of the NCC and the Australian Standard AS1670.1.
- Hydrants, Hose Reels, and Portable Extinguishers: Designed to meet the requirements of the NCC and the Australian Standard.

5.11 Occupational health and safety measures

5.11.2 The AFP has engaged industry experts, including the project management, design services engineers and an architect, who will ensure that the fitout design complies with the relevant Work Health and Safety (WH&S) legislation and codes of practice.

- 5.11.2 The proposed fitout design incorporates features that support a diverse workforce, including a variety of ergonomic work settings, consideration of Universal Design principles and adaptable, dimmable lighting solutions.
- 5.11.3 Specialists, including architects and ergonomists, in consultation with internal WH&S stakeholders including AFP health and safety representatives, will recommend a selection of furniture and fittings that are safe and suitable for a diverse range of staff.
- 5.11.4 The site will provides the following amenities for staff:
- Multi-purpose private rooms which include storage for nursing mothers and foot washing areas for cultural practices.
 - Safe Work Australia compliant first aid rooms.
 - End-of-trip facilities to support staff wellbeing which include showers, change facilities, lockers and secure bike parking.
 - Carparking for AFP official purposes including designated accessible parking spaces with side clearance to support wheelchair access and mobility equipment.

6. Scope of fitout

- 6.1.1 The fitout will include 10,594 square metres, with technical and specialist areas accounting for 3,066 square metres, and the office component 7,112 square metres of this space. Whilst technically office space, this space will be subject to specific operational requirements, unique to the AFP and not typical of Commonwealth office fitouts.
- 6.1.2 The fitout will include building operations areas (guard room, armoury etc), member services areas (Gymnasium, Major Incident Room etc), basement working hubs (vehicle workshops etc) and specialist areas (laboratories, exhibit store etc), as well as office space.
- 6.1.3 Due to the AFP security features and unique operational requirements, details in relation to the scope of the fitout works, including floor plans, are included in the confidential submission.

7. Other issues

7.1 Key legislation applying to the proposed project

- 7.1.1 The following legislation, standards, codes and guidelines are applicable to the proposed works:

- Environmental Protection and Biodiversity Conservation Act 1999 (Cth)
- Fair Work (Building Industry) Act 2012 (Cth)
- Work Health and Safety Act 2011 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Fair Work Act 2009 (Cth)
- Public Governance, Performance and Accountability Act 2013 (Cth)
- Design for Access and Mobility Part 1 – 2021 (AS1428.1)
- Net Zero in Government Operations Strategy
- Australian Skills Guarantee Procurement Connected Policy
- Environmentally Sustainable Procurement Policy
- Commonwealth Supplier Code of Conduct
- National Construction Code
- AFP National Office Accommodation Guidelines
- AFP Property Strategy
- AFP Decision Making Framework
- Commonwealth Property Management Framework

7.2 Heritage or geographical considerations

- 7.2.1 There are no Commonwealth or State Heritage Listed places, or sites of historic or cultural significance within or adjacent to the proposed project as the project will occur within an existing development envelope.

7.3 Environmental impact assessments

- 7.3.1 Through engagement with the developer, the AFP has worked to identify potential environmental and local community impacts, and to propose suitable mitigation measures. Potential impacts include:

- Visual Impacts: There will be minor visual impacts as a result of construction site establishment. Site establishment will occur within the existing area established for base building construction.
- Noise Impacts: There will be minor noise impacts due to general construction activities and logistics. Given the works will occur within the development envelope

no significant noise impacts are expected. The project will comply with local noise regulations.

- Traffic, Transportation and Road Impacts: The AFP does not anticipate material impacts at either establishment on local traffic from the construction or operation of the proposed facilities.
- Relevant Local Facilities and Businesses: The site is currently underutilised, and the AFP anticipate only positive impacts on local facilities or businesses due to increases usage of the site, and the potential long term increase in customer base through approximately 600 AFP staff working from the site from 2029.

7.4 Consultations with relevant stakeholders

7.4.1 To date, the AFP have consulted with a number of internal and external stakeholders in relation to the proposed works. Stakeholder engagement will continue governed by the projects Stakeholder Engagement Plan. These stakeholders include:

- Internal Stakeholders:
 - The AFP Executive Board and other governance bodies with the organisation.
 - Executive - Northern Command.
 - Executive – Investigations.
 - Executive – Operations and Support.
 - Northern Command user groups including: Taskforce and Covert and Technical Operations, Crime Investigations, Intelligence and Covert Services, Cyber and Criminal Assets Investigations, Counter Terrorism, Close Personal Protection, Uniform Protection, Criminal Assets Litigation, SHEILD, Professional Reporting Standards, Desktop Mobility Support, Command Corporate Support Unit, Forensic.
 - AFP Diversity Networks including: All-Abilities Network, First National Employee Network, Culturally and Linguistically Diverse Network (CALD), National Women’s Advisory Network (NWAN), and the AFP Pride Network.
- External Stakeholders:
 - Australian Federal Police Association (AFP Staff Union).
 - Department of Finance.
 - The developer has consulted with Urbis in relation to planning status and strategy.

7.4.2 Forums used to consult with stakeholders in relation to the fitout design include:

- Northern Command Program Reference Group: Chaired by the Assistant Commissioner of Northern Command the Manager of Property Command and consisting of representatives from all operational areas, as well as AFP Enabling Services representatives (ICT, Finance, Legal, Security, and Infrastructure).
- Staff Surveys in relation to the work environment, performance, workstyles and productivity.
- Flexible work pilots including furniture and work setting trials.
- Stand up meetings and town halls to communicate design elements and to receive feedback from staff.

7.4.3 Key issues of concern raised through consultation with internal staff in relation to the fitout design included:

- Achieving a balance between collaborative and focus areas with a relatively even distribution between these work types – which the design team have addressed through provision of multiple work settings in the proposed fitout and strong delineation between these areas.
- A frustration from staff in relation to lost productivity due to distractions experienced in open plan work settings. The design team have introduced greater delineation between focus work areas and collaborative work settings to both enable staff to focus on key tasks and to support these important conversations occurring in areas that cause less disruption. Workstation screen heights have been adapted and aesthetic features considered to provide greater visual and acoustic separation between workers.
- A positive reaction to flexible working from AFP staff, including support for the provision of greater variety and choice of spaces and settings to suit the task at hand and to make connections through wider exposure to other teams.

8. Cost-effectiveness and public value

8.1 Cost effectiveness and Forecasted Project Cost

8.1.1 The AFP have established a total fitout budget of \$89.3 million (GST exclusive) based on the concept design and advice from the Quantity Surveyor. The AFP have undertaken a comprehensive scope and value management process to ensure the project cost will achieve the best value for money outcome. Cost management will continue throughout the project should cost pressures increase at any stage.

- 8.1.2 It is anticipated that there will be savings achieved to the fitout budget through the integrated delivery of the fitout with the base building development. For example, there will likely be opportunities for base building services to be designed to align with AFP fitout requirements, creating savings and limiting 're-work' typically associated with a fitout in an existing premises.
- 8.1.3 A lease incentive payable to AFP has been offered by the developer which will be used to fund the fitout. It is not anticipated that the AFP will need to fund any fitout costs from existing departmental funds. Any funds not expended from the incentive provided by the developer will be utilised by the AFP to offset its rental obligations at the new site.
- 8.1.4 The budget forecast includes all consultanties (project management, design, cost planning, legal etc), escalation and an appropriate amount of contingency to mitigate current and anticipated market pressures through to 2029.
- 8.1.5 AFP confirms the scope of work is within the project budget and meets operational requirements.
- 8.1.6 A breakdown of the project cost estimate is detailed in Submission 1.1 Confidential Cost Estimate.

8.2 Project Delivery Strategy

- 8.2.1 The Agreement for Lease (AFL) provides for the developer to construct the base building and deliver the integrated fitout works.
- 8.1.2 The developer will be responsible for procuring all trade packages in accordance with the AFL contract. The AFL outlines the process through which AFP is involved in the trade package procurement processes including acceptance of the developer's trade package procurement recommendations prior to any expenditure of the AFP's incentive.
- 8.2.3 The AFP have engaged an experienced architect to design the fitout. The architect has designed several major office fitouts for the Commonwealth nationally, including for national security agencies. The architect was engaged through an open approach to market and has a strong understanding of AFP requirements. A Quantity Surveyor has also been appointed through an open approach to market, to prepare the costings for the project, including advice in relation to risk.
- 8.2.4 The AFP Property Command will oversee the delivery of the fitout works, through its Infrastructure Projects Team. The team has significant experience in delivery of fitout works of similar scale to the proposed works. The team will also utilise external providers such as project management, strategic advisers, legal services, and relocation managers, as the project moves through the various delivery phases. All costs relating to the external

providers have been included in the project costs. The AFP considers that the use of external providers to supplement its delivery team appropriate due both to the technical experience required, and non-ongoing nature of these roles.

8.3 Governance

8.3.1 The AFP have established the Northern Command Program Reference Group (PRG) which is chaired by the Assistant Commissioner of Northern Command and the Manager of Property Command. The PRG advise the AFP Program Board, the Strategy and Performance Board, the Capability Board and the Enterprise Operations Board of all key decision relating to the proposed works.

8.3.2 The role of the PRG is to ensure that the proposed works are delivered in an efficient and cost effective manner through:

- Maintaining a whole of enterprise view to ensure that a full range of views informs decision making regarding the ongoing strategic calibration of the proposed works.
- Maintaining confidentiality, allowing the PRG to fully discuss and debate matters to inform decision making.
- Supporting all decisions made by the PRG, both within the AFP and publicly.
- Ensuring that the AFP’s overarching strategies, policies, risk management framework and performance outcomes are key inputs into decisions.
- Ensuring that decisions made by the PRG are consistent with the AFP Decision Making Framework.

8.4 Construction program

8.4.1 Subject to Parliamentary approval, the key milestones for the project are:

Activity	Indicative Date
Trade procurement commences	September 2026
Design and Approvals	November 2026
Site Establishment	November 2026
Building Approvals	May 2027
Construction commences	October 2027
Practical completion (base building)	March 2029

Practical completion (fitout including commissioning)	July 2029
Defect liability period ends	July 2030

8.5 Revenue

8.5.1 There will be no direct revenue generated by the proposed works.

8.6 Public value

8.6.1 The public value associated with the proposed works include:

- The improvement in operational efficiencies derived from co-location of two offices in one building, including enhanced strategic collaboration achieved through the co-location of the Northern Command Executive Team.
- Provision of a modern fitout that has been designed with flexibility to ensure that the premises will meet the AFP’s expanded needs as the role of Northern Command expands due to a number of external factors.
- Value for money associated with improved quality of accommodation and pricing achieved through an open and competitive market process.
- Improved environmental and sustainability outcomes associated with modern and efficient building design and engineering systems, with features that largely align with the Government’s Net Zero in Government Operations Strategy.
- Provision of a long term commitment and location certainty to the AFP Brisbane based workforce.
- Providing enhanced opportunities for engagement with partner nations and organisations supported by secure infrastructure.

8.3.2 The AFP do not foresee any negative impact on the local community (including local business, traffic flow, transport, and community resources) because of the proposed works.

8.3.3 The developer is obliged to ensure that an effective traffic management and site management plans are applied and all WHS requirements on the work site and surrounds are carried out and maintained in accordance with local and federal laws and regulations.

8.3.4 The proposed works are expected to have a positive effect on the local economy through:

- Creation of jobs during construction and fitout works including, but not limited to, consultants, construction workers and suppliers – the anticipated direct

employment created as a result of the proposed works is 692 jobs, with 10 per cent of these roles being targeted for apprentices.

- Use of locally sourced materials during construction.
- Ongoing support for local trade and services through future maintenance and supply requirements.
- Support of local retail businesses which will be frequented by AFP staff and visitors to the new building.

8.3.5 The Commonwealth Property Management Framework requires that a Local Impact Assessment (LIA) be undertaken by an entity where it is relocating out of an area (Australian Bureau of Statistics - Statistical Area Level 2), should that relocation result in more than 10 per cent of the workforce in that area being relocated. The AFP note that:

- The new lease results in 240 AFP officers relocating from the Newstead SA2 level area to the neighbouring Fortitude Valley SA2 level area. As at the 2021 Census, the SA2 area of Newstead contained a workforce of just over 11,000 people. The proposed relocation of 2% of this workforce is expected to have minimal to no detrimental local impact and is well below the threshold that would require a more detailed LIA to be undertaken.
- The second site being vacated by the AFP is within the same SA2 area as the new proposed lease (Fortitude Valley) and therefore there will be no detrimental impact on the local area.

9. Annexures

9.1 Annexure 1 - 949 Ann Street Transport and Amenities Map

