



**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT
REDEVELOPMENT
NORTH HEAD, MANLY, NSW**

**STATEMENT OF EVIDENCE
TO THE
PARLIAMENTARY STANDING COMMITTEE
ON PUBLIC WORKS**

**AUSTRALIAN FEDERAL POLICE
NORTH HEAD, MANLY, NSW**

MARCH 2006

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INTRODUCTION

1. The Australian Institute of Police Management (AIPM) is located on a small parcel of Harbour front land (approximately 1.7 hectares) at the end of Collins Beach Road Manly, New South Wales. AIPM provides senior management, executive development, education and consultancy services for Australasian and International Law Enforcement agencies and public safety agencies.
2. The AIPM is part of Australia's National Common Police Services (which operate under the auspices of the Australasian Police Minister's Council) and has operated from its present site since 1960. The AIPM is administered by the Australian Federal Police (AFP) and reports to a Board of Commissioners consisting of all Police Commissioners from Australia and New Zealand.

IDENTIFICATION OF THE NEED

Objectives

3. The aim of the redevelopment is to substantially improve the operational efficiency and long term sustainability of the AIPM, expand functional capacity, modernise security and, to the extent possible, achieve compliance with relevant current codes and standards. Ecologically Sustainable Design (ESD) initiatives will be incorporated into the design with operating and maintenance costs reduced.
4. The proposed redevelopment of the site will protect the existing Little Penguin and Long-nosed Bandicoot populations at the site, as well as enhance and maintain the distinctive aquatic and bushland character of the adjacent Sydney Harbour and Sydney Harbour (North Head) National Park.
5. It is proposed that by upgrading ageing buildings and services, infrastructure and technologies, that a four star Australian Building Greenhouse Rating (ABGR) rating will be sought for new buildings, and that an objective in refurbishing existing buildings will be to establish an appropriate ABGR rating. In doing so, the proposed redevelopment will recognise the Commonwealth's commitment to sustainable development, environmental and energy management policies and principles.

Overview of the Australian Institute of Police Management

6. The AIPM has been integral in developing police managers and executives through management and leadership programs. The Institute provides similar programs for Fire and Emergency Services and Volunteer organisations involved in Public Safety. Administratively, the AIPM comes under the corporate umbrella of the Australian Federal Police and all AIPM staff are employed under the Federal Police Act.
7. AIPM programs involve police from every state and territory of Australia and New Zealand, as well as senior police from neighbouring nations in the Pacific and South East Asia. Visiting fellows from the policing jurisdictions are seconded to the Institute on 12-18 month terms and include representatives from international agencies in Europe, Asia and America. This diversity brings an international dimension to the programs facilitating the development of international

professional networks involving senior Australian and overseas police that have proven invaluable in managing and co-ordinating both domestic and international crises, such as those that have occurred in recent years.

8. Since 1960, more than 6,000 police have attended Institute programs including over 3,000 commissioned officers.

9. The Australian Graduate School of Police Management (AGSP) of Charles Sturt University is co-located with the AIPM. The AGSP offers a range of postgraduate programs in policing and currently has 250 students enrolled in distance education programs.

Governing Considerations

10. It is intended that the AIPM will be retained in the current location for the foreseeable future. The AIPM's location at North Head has considerable historical traditions and Government support. In 2004 the Prime Minister, the Hon John Howard announced the Commonwealth Government's support for upgrading facilities at the AIPM, and funding for the upgrade was subsequently provided in the 2004 – 2005 Budget.

The Need for the Work

11. The existing teaching, recreation, dining and administrative spaces are inadequate to satisfy increasing demand for AIPM programs.

12. The residential accommodation is substandard (currently in buildings constructed in the 1940's – 1960's), and there are operational inefficiencies in the layout and functionality of the existing facilities,

13. Many of the facilities are in poor and deteriorating condition, and do not meet relevant current codes and standards.

14. Operating and maintenance costs are increasing as the facilities age.

15. The identified built Heritage elements of the site need to be preserved and protected.

DESCRIPTION OF THE PROPOSAL

Works Required

16. The proposed redevelopment of the AIPM will consist of:
- a) Replacement of residential accommodation blocks, administration and academic office accommodation and senior common room facilities;
 - b) Refurbishment of the existing library, teaching, dining areas and specific heritage buildings;
 - c) Construction of soft and hard landscaping to various areas of the site including consolidation of surface carparking;
 - d) Removal of existing barrack style accommodation buildings and miscellaneous stores buildings; and
 - e) Landscaping works to improve the environment for both humans and native fauna occupants on the site.

Options Considered

17. Recognising a demonstrated need and growing demand from the jurisdictions for AIPM programs, and with an inadequate and decaying AIPM infrastructure, the AFP was faced with the following limited options - do nothing; relocate the Institute to another site; re-develop the existing site.

The Do Nothing Option

18. The option of “do nothing” is not viable as the existing facilities are inadequate to satisfy increasing demand for AIPM programs. Additionally, the continued use of the existing facilities will result in their further deterioration, continued operational inefficiencies, ongoing high maintenance and recurrent costs, and the need to continually address otherwise avoidable occupational health and safety issues.

The Relocation Option

19. The relocation of the AIPM facilities would fail to recognise the strong police connection to the current site since 1960. Senior police within jurisdictions regard the site highly in terms of history, standing and stature, and enjoy “ownership” of it as a common facility. Moreover, this is the most costly and therefore least desirable and achievable option.

The Redevelopment Option

20. This is considered to be the most cost effective option. As a consequence, following an audit of the physical infrastructure (landscape, buildings and services) of the AIPM, and with due consideration of environmental issues, the design team developed a Master Plan including three different optional layouts for the site.

Discarded Options

21. The two discarded optional layouts were assessed as being inferior to the preferred layout for the following reasons:

- a) Larger building footprint;
- b) Less opportunities for integrated landscaping;
- c) Lack of cross ventilation opportunities;
- d) Notable western sun heat loads to a significant number of rooms with an associated increase in the requirement for artificial thermal controls;
- e) Fully enclosed access corridors and services areas requiring mechanical servicing;
- f) No natural light or ventilation to bathrooms in the majority of rooms;
- g) Dislocation of vehicle drop off areas from accommodation; and
- h) Higher capital and operating costs.

The Preferred Option

22. Reasons for adopting the proposed redevelopment layout are:

- a) Its response to the specific requirements of the AIPM site, its functional needs and vision for the future;
- b) The continued use of the site through upgrading of ageing building and services, infrastructure and technologies;
- c) The provision of additional teaching facilities;
- d) The enhancement and protection afforded to the existing Little Penguin and Long-nosed Bandicoot populations;
- e) The enhancement and the maintenance of the distinctive aquatic and bushland character of Sydney Harbour and Sydney Harbour (North Head) National Park;
- f) The improvements to the existing degraded landscape and rabbit infested grasslands;

- g) The establishment of controls to minimise the use of non-renewable resources and address ESD issues including energy use, conservation, pollution and water minimisation; and
- h) Increased landscaping potential with courtyards and other features allowing the built mass to be broken down into a more intimate scale.

TECHNICAL AND DESIGN CONSIDERATIONS

Project Location

23. The site is located at the end of Collins Beach Road, North Head, Manly New South Wales.

Site Identification

24. The site is identified as Lot 2766 in Deposited Plan 752038.

Site Approvals

25. The proposed redevelopment is regulated within the following Commonwealth legislative framework:

- a) The 1979 agreement between the Commonwealth and NSW Governments (The Land Exchange Agreement);
- b) Public Works Committee Act 1969;
- c) The Commonwealth Environment Protection and Biodiversity Conservation Act 1999; and
- d) The Sydney Harbour Federation Trust (SHFT) Act 2001.

The Land Exchange Agreement

26. The Commonwealth has occupied the site since the early 1900's. The Australian Police College has utilised facilities at the site since 1957 with the commitment to use for Police training formalised in an agreement between the Commonwealth and New South Wales Governments constituted by an exchange of letters dated April 1979 ("Land Exchange Agreement") between Prime Minister Fraser and Premier Wran. This agreement acknowledged that the Commonwealth was permitted to continue to use the AIPM Site as a 'Police College' until it became surplus to Commonwealth requirements.

Land Acquisition

27. There is no requirement for the acquisition of any additional land.

Master Planning and Site Planning Considerations

28. The AIPM recognises its special role at the local and national level in promoting policies that conserve the environment and minimise the use of non-renewable resources. In this regard pivotal in the Master Plan design ethos are Ecologically Sustainable Design issues such as reducing energy use, conserving the natural environment and minimising water use and waste production.

29. The proposed redevelopment represents an opportunity to upgrade the quality of the Institute in harmony with its unique surroundings and location. The existing buildings have an historical relationship with the North Head built environment generally and the adjacent old Quarantine

Station, in particular. The extent of that relationship, however, has substantially changed over time due to the number of alterations and additions that have occurred since the site was first occupied in the early 1900's.

30. The site planning has identified the most appropriate building sites to minimise the impact on the built heritage, harness the natural climate and optimise use of their unique location.

31. A primary design principle involves the removal of the existing residential accommodation blocks, which are in a poor state of repair and have been assessed as having minimal heritage value. The consequence of their removal is increased separation between the AIPM facilities and the Little Penguin breeding nests, and an enlarged grazing area for the Long-nosed Bandicoots. The new residential accommodation would be located at the rear of the site, in the south-west corner.

32. The other proposed works include the construction of a new combined administration and academic office building. The building will be located next to the existing two storey library/office building, providing improved communication between the management areas of the Institute and the academic office. This location and layout will maximise natural ventilation and daylighting, provide the potential for rainwater collection and passive thermal control.

33. The Master Plan has responded to the site's unique natural attributes by retaining, reinforcing and upgrading where possible the existing character and features of the site, and its interrelationship with the adjoining Sydney Harbour (North Head) National Park.

Preferred Design

34. The proposed solution for the AIPM redevelopment includes the following key elements:

- a) Demolition of the existing accommodation buildings and facilities to expand the natural open space environment and local fauna habitat;
- b) Construction of new residential accommodation blocks, senior common room facilities and administration and academic office accommodation;
- c) Retention and upgrade of key heritage elements, including interpretation of former site uses and history;
- d) Consolidation of surface carparking into a less obtrusive location and general reduction of hard paved surfaces;
- e) Bushfire hazard management strategies;
- f) Upgrading of site security measures;
- g) Landscape improvements and habitat regeneration;
- h) Ecological and environmental sustainability principles and energy management policies and principles in the new and refurbished facilities; and
- i) Provision of a coordinated Master Plan for guiding future development needs.

35. Due to the scale of the proposed works and the need to maintain business continuity in the AIPM's operations during the redevelopment, implementation is to occur in three stages which are expected to commence in November 2006 and take 26 months to complete, as follows:

- a) Stage 1
 - i. Car park works at the eastern section of the site; and
 - ii. Construction of a new Senior Common Room adjacent the existing executive offices.
- b) Stage 2
 - i. Demolition of the existing Senior Common Room building and the other existing buildings in the south western corner of the site;
 - ii. Construction of three new accommodation blocks in south western corner of the site; and
 - iii. Majority of landscaping works including that around the accommodation and common room buildings.
- c) Stage 3
 - i. Demolition of the existing accommodation buildings;
 - ii. Refurbishment works to the existing main building;
 - iii. Refurbishment of the existing Spring Cove Cottage and Kookaburra Cottage;
 - iv. Construction of a new administration building involving an extension to the current footprint to the south; and
 - v. Completion of landscaping works.

Project Scope

36. This project involves the redevelopment of the existing AIPM site in a coordinated and strategic manner to meet the current and projected needs of the Institute. This includes the demolition of redundant buildings, refurbishment of existing high-value heritage elements and the construction of new purpose built facilities. The project also considers the ongoing development of the site beyond the current scope so that identified spaces for potential future developments are incorporated in an integrated and responsive Master Plan.

37. The proposed redevelopment is comprised of five interrelated components:

- a) Replacement of residential accommodation blocks;
- b) Replacement of administration facilities and academic office accommodation;

- c) Replacement of senior common room facilities;
 - d) Refurbishment of existing buildings for teaching, dining and library services; and
 - e) Demolition of redundant buildings to improve the landscape amenity for the native flora and fauna and the overall presentation of the campus.
- i. **Residential accommodation** – comprised of three blocks, the residential accommodation is located in the southwest corner of the site in a clearly defined precinct away from the main teaching and administrative zones. The residential mix provides for 55 rooms, each with a queen size bed and ensuite, together with five flexible modular spaces, including kitchenette and separate bedroom to cater for multiple occupancy needs. Also located within the residential precinct are a gymnasium and change facilities for outdoor activities, common laundry facilities for residential occupants and general housekeeping and cleaning facilities.
 - ii. **Office Accommodation** – The new administration and academic office building provides a contemporary and efficient facility for the management of the Institute and provides opportunity to co-locate and integrate currently disparate element of the Institute Executive management and administrative support functions. Facilities included within the general administration unit include the principal public reception and waiting area connected to an open plan work area, PABX and server rooms, utility and file storage and a first aid room. Physically connected to the general administration area is the senior executive unit which includes office accommodation for the Institute Director and other senior management. The boardroom, general meeting rooms and sensitive file storage are also located within this area.

In addition to these distinct functional units, this building contains public amenities and a common room/kitchenette.
 - iii. **Senior Common Room** – As the major interaction space for the course participants this is a critical facility for successful implementation of course aims and objectives. The new facility includes a large lounge space, a self serve bar and food servery, a TV lounge, storage and toilet facilities. This facility will be able to be used as an overflow teaching space if required.
 - iv. **Refurbishment Works** - with the vacation of a large part of the main campus building through the construction of new office accommodation, substantial reorganisation and refurbishment of the teaching and dining facilities is possible.

Key components include the expansion of the existing dining room to accommodate the increase in the number of course participants, relocation and expansion of Classroom 2 into the former executive area, provision of new toilet facilities for the teaching and dining areas and minor expansion of the existing kitchen to provide sufficient storage and support space. This refurbishment work aims to recapture the essential character of this indentified heritage building and provide a lasting and durable environment that responds to the significance of the site.

In addition to refurbishment of the main building, the project includes the retention and refurbishment of two smaller buildings representative of the former use of the

site in the Isolation Hospital era. Retention of Spring Cove Cottage is important to the understanding of the original main “axial” building group. It is proposed that this building be refurbished and used as an additional syndicate room or breakout space. Retention of Kookaburra Cottage, currently located adjacent to the Senior Common Room, is also proposed as a means of providing a tangible representation of the ancillary residential cottages of the hospital era. This cottage will also be refurbished as an additional breakout or syndicate space.

- v. **External Works** – With the construction of new facilities, it is possible to demolish a number of redundant buildings to provide an enhanced landscape environment that is responsive to the demands of the natural flora and fauna, including the Long nosed Bandicoot and the Little Penguin population. In addition to informal landscape areas to the north, a new central orientation space is formed between the library and the main teaching block.

Associated with this reorganisation of the external areas of the site is the consolidation of surface parking for 47 cars into a defined area to the east of the main buildings. It is also proposed to reduce the extent of hard paving to the site and provide a softer, more environmentally sensitive environment. The alignment of the former roads to the jetty and the main quarantine station will be interpreted in the detailed landscape design of the site to acknowledge the identified heritage value of those elements.

38. While the proposed redevelopment addresses all current and projected needs of the AIPM into the near future, the redevelopment has been conceived in the context of a broader site Master Plan. Central to this idea is the potential to replace the current syndicate room building at the entry to the site.

39. The current syndicate building does not adequately meet the functional needs of the Institute, does not present a good image at the key site entry point, is not well integrated to other campus facilities, and has no heritage value. It will also require major upgrading at some point in the future. The Master Plan future vision proposes that when resources are available in the future, the existing building be replaced with a purpose built teaching facility to more adequately meet the functional needs for high quality teaching space. The vision contemplates a new two level facility including syndicate rooms and, significantly, a third classroom which will be tangibly linked, and fully integrated, with the circulation systems of the campus and present a greatly improved visual presence to the main entry.

Design Concepts

40. Conceptually the proposal seeks to consolidate and integrate teaching, administrative and residential needs of the Institute into clear functional precincts that provide an appropriate environment for the delivery of the educational and business activities. Combined with the demolition of redundant buildings, this consolidation will create a new image that is responsive to the environmental demands of the site and the functional needs of the Institute.

41. The new facilities have been arranged on the site to ensure maximum efficiency is achieved for each functional unit and allow for better utilisation of existing facilities. The placement of

buildings has been limited through the delineation of strict setbacks for bushfire protection and environmental management of the native flora and fauna. Through the development of better Master Planning relationships and limitation of building footprints, an overall site plan is created that is environmentally sensitive and functionally responsive.

42. The design strategies for the proposed redevelopment have balanced building height against the need to minimise site coverage. The principles developed have placed taller buildings to the rear of the site with a backdrop of tall eucalypt and angophora forest trees, while buildings in the foreground have maintained the low scale of the original buildings of the Isolation Hospital era.

43. The site plan for the proposed redevelopment has established circulation patterns that better respond to the functional needs of the Institute and identifies opportunities for potential future expansion. While the central spine has been retained to reflect and preserve the site's identified heritage values, it has been augmented with a better defined central space that links all major facilities on the campus. This more formal central space complements the dominant informal landscape spaces that define the perimeter of the site.

44. The site entry has been considered to improve the presentation of the Institute as an educational campus. Through the placement of the main administrative reception point close to the entry in a purpose designed building, control of movement into and out of the site is undeniable and thus is able to be better managed. The form of this building also sets up a structure for potential future development of the existing syndicate room building when resources become available.

45. Building forms and materials have been proposed that draw upon the historic development of the site, are able to adapt to changing needs over time and are environmentally sound. Significantly, the planning principles acknowledge the strong organising alignments and architectural form of the original Isolation Hospital axial group of buildings and strengthen these arrangements in the proposed redevelopment. Materials that require low maintenance and are durable in extreme bushfire and harbour edge conditions are proposed.

46. The identified heritage significance of the built environment is acknowledged and strategies for retention and enhancement of existing buildings have been developed. Central to this concept are the works proposed in the main building group that recapture the original character of the five ward blocks and long verandah. Additional works to the smaller ancillary buildings such as Spring Cove Cottage and Kookaburra Cottage present a coherent and inclusive approach to the overall development of the site. The forms of the new buildings also respond to the nature of the retained heritage structures.

47. The significance of the landscape setting for the campus is acknowledged and embodied in the proposal and forms one of the critical foundations for the proposed redevelopment. Landscaping and environmental management strategies have been developed that respond to the demands of bushfire hazard management and sensitive coexistence with native flora and fauna. It is proposed that over time, weeds and exotic plants are removed in a controlled manner and replaced with endemic species grown from seeds collected and propagated on site. The regeneration of grasslands between the main building group and the harbour cliff edge will create an environment that is appropriate for the Long nosed Bandicoot and will present a greatly enhanced image of the campus when viewed from the parkland and residential areas to the north of Spring Cove.

Building Form

48. Through the use of linear buildings with pitched roofs and verandahs, the forms of the proposed buildings develop a new interpretation of the low scale forms of the existing buildings on the AIPM site and the neighbouring Quarantine Station.

49. The new senior common room is aligned with the main teaching block and extends the plan form to the west. However this building is not seen as a replica or copy of the original building, rather it develops the architectural idea of this building as a linear arrangement of separate pavilions (although now joined). The senior common room will be clearly articulated to separate it both physically and architecturally from the main building.

50. To accommodate the required number of residential units on the given site, the residential blocks will be a combination of two and three storey buildings, the highest being at the rear of the site. While drawing upon the language of the existing buildings they will by necessity, be a new interpretation of the architectural language. At the western ends of each of the blocks is a separate pavilion rotated to respond to the expansive views from the site. This not only articulates the functional difference of the larger suites but also provides purposeful termination to the linear forms of the campus.

51. The height of these blocks has been considered in light of the overall functional needs of the Institute and the need to minimise the extent of site coverage for environmental concerns. The floor to floor heights have been kept as low as possible (while still providing suitable volume for environmental controls) so that the maximum height of the three storey block is kept below the ridge line of the existing library building.

52. The administration and academic office building while being responsive to character of the existing linear buildings will need to transform the underlying architectural principles to adequately meet the functional demands of the modern office accommodation. The placement of this building responds to the natural fall of the site and allows access from the upper floor to the existing academic offices over the library and provides good grade connection to the principal site entry on the lower floor.

53. The orientation and general arrangement of the new buildings is responsive to the demands of passive solar heating and will allow good natural daylighting of the majority of spaces. The shallow plan depth of the residential blocks and senior common room building allows for good natural cross ventilation and will reduce the need for mechanical ventilation and airconditioning.

Materials and Finishes

54. It is intended that a limited and durable palette of materials be used for the proposed redevelopment of the campus. These materials will draw upon those already used by the heritage buildings, although there will be less reliance upon painted timber surfaces that require extensive and short cycle maintenance regimes.

55. The demands of the bushfire hazard management strategies will also suggest a particular and limited range of materials where buildings are exposed to the fire source. These requirements will influence the overall selection of materials so that a unified approach to the campus is achieved. Key materials that are proposed include:

- a) Colorbond steel roof sheeting in a dark colour, recessive to the bush setting;
- b) Colorbond steel wall cladding in selected areas with colours as for roofing;
- c) Masonry walls, both face brick or block work and selected areas of painted render;
- d) Concrete slabs both internally and externally. Use of integral colour and polished aggregate for certain public areas is proposed;
- e) Hardwood timber decks for public and recreation areas;
- f) Painted lightweight plasterboard internal partition systems with steel framing generally avoiding costly termite management regimes; and
- g) Bagged and painted internal masonry walls for residential walls and recreation areas.

Codes and Standards

56. Where appropriate, the design of new facilities will conform to the relevant sections of:

- Building Code of Australia;
- Relevant Australian Standards and Codes;
- Environment Protection and Biodiversity Conservation Act 1999;
- Occupational Health and Safety Act (Commonwealth Employment) 1991;
- Building and Construction Industry Improvement Act 2005;
- National Code of Practice for the Construction Industry 2005;
- Planning for Bushfire Protection 2001 and Australian Standard 3959-1990;
- Australian Building Greenhouse Rating Scheme (ABGR);
- Workplace Health and Safety Act and Regulations; and
- Australian Standards AS1428 Parts 1 and 2 – Design for Access and Mobility.

57. While necessary planning approval processes for this project are prescribed by relevant Commonwealth legislation, the AFP has requested that where appropriate, assessments under relevant NSW Environmental Planning Legislation and local Government Plans and Policies be considered. These being:

- Environmental Planning and Assessment Act 1979;
- Threatened Species Conservation Act 1995;

- Threatened Species Conservation Regulation 2002;
- Noxious Weeds Act 1993; and
- Manly Local Environment Plan 1998.

Acoustics

58. The AIPM site is not affected by noise intrusion by major transport or industrial developments, as the site is bounded by Sydney Harbour and Sydney Harbour (North Head) National Park. The major noise impacts are likely to be distant noise from Manly Hospital and periodical ferry and shipping movements on Sydney Harbour and Spring Cove recreational boating.

59. The major acoustic issues faced by the proposed redevelopment involve the minimisation of noise generated within the Institute, as perceived by the neighbouring sites to the north of Spring Cove and within the development itself.

60. Resolution of these issues will be achieved through the suitable placement, operation and management of noise generating equipment and practices.

61. The use of the open deck entertaining areas will be limited to daytime and early evening use. The Institute does not operate regular late night entertainment that may generate noise affecting residents on the north side of Spring Cove.

62. The Master Plan has considered acoustic issues of the proposed redevelopment in terms of site planning and block planning of the functional units.

63. Key acoustic issues addressed in the Master Planning of the proposed redevelopment include:

- a) Physical separation of residential components of the campus from the principal vehicular entry and traffic routes of the campus;
- b) Location of main carparking areas away from noise sensitive teaching areas;
- c) Physical planning of residential blocks to ensure noise transfer between units is minimised;
- d) Minimisation of impact noise in residential units through use of air cavities in bounding walls between units appropriately designed concrete slabs; and
- e) Construction of office areas to an appropriate noise rating to ensure privacy and security between offices. Acoustic control of airconditioning and other ambient noise within offices will be required to meet OHS and workplace requirements.

Energy Conservation Measures

64. The proposed redevelopment has been designed to accommodate the following to assist in achieving an four star ABGR rating for new buildings, and establishing appropriate ABGR ratings for existing buildings which receive substantial refurbishment:

- a) Maximising natural ventilation, passive thermal control and daylighting opportunities;
- b) Better solar orientation for all new buildings;
- c) Natural ventilation and daylight access to ensuite, laundry facilities and other storage;
- d) Minimising artificial controls to maintain comfort levels;
- e) Maximising natural ventilation, thermal control and daylighting to both the Executive area and the Senior Common Room;
- f) Increased open space for landscaping and fauna; and
- g) The potential for rainwater harvesting.

Ecologically Sustainable Design (ESD)

65. It is proposed that the following Ecologically Sustainable Design (ESD) principles will be employed for this Project:

- a) Whole of life costing – consideration will be given to the sum of all costs for plant, equipment and materials including acquisition, installation, operation, maintenance, refurbishment and disposal costs;
- b) Minimum energy performance - the fitout will comply with current Government policy;
- c) Use of energy efficient appliances and equipment where possible;
- d) Kitchens and tea points will be designed to allow the segregation of waste into recyclable, organic and waste to landfill;
- e) Materials waste minimisation in design and construction;
- f) Emissions minimisation from furniture, equipment, materials and finishes including paints, sealants and adhesives;
- g) Not using old growth forest and rainforest timber;
- h) Utilising recycled timber or where not feasible use plantation timber from an area under a Regional Forestry Agreement;

- i) Maximisation of the use of finishes, furniture, fixtures and equipment with renewable materials; and
- j) Water consumption and conservation measures including :
 - i. Dual flush cisterns for all toilets;
 - ii. Flow restriction devices to all fixtures;
 - iii. Water efficient fittings and appliance; and
 - iv. Consideration is to be given to the requirements and recommendations of the Australian Government Water Efficiency Labeling Scheme.

Provisions for People with Disabilities

66. The Master Plan has taken into consideration the requirements and design principles of the Building Code of Australia and Australian Standard AS 1428 Parts 1 and 2 – Design for Access and Mobility.

67. Key principles developed at this stage of the design process include:

- a) Establishment of floor levels that are consistent throughout the development to provide integration between existing or retained buildings and the proposed redevelopment;
- b) Provision of lifts for the administration / executive offices and the residential units to vertically link all principal facilities in the development in an equitable manner;
- c) Provision of an accessible residential unit to meet the requirements of AS 1428;
- d) Provision of accessible toilet facilities for all new toilets and washrooms;
- e) Provision of an accessible carparking space in accordance with the requirements;
- f) Establishment of barrier free access to all new public facilities in the proposed redevelopment and where heritage constraints allow, retrofitting means of access to existing facilities; and
- g) Signage, wayfinding and detailed design of accessible facilities will comply with the design requirements of AS 1428.

Fire Protection

68. The following philosophy has been adopted in respect of the design of the fire protection systems:

- a) The fire indicator board will be relocated to the new Administration Building with all retained and new buildings connected to this; and

- b) All construction and fire protection requirements will, as a minimum, be in accordance with the provisions of the Building Code of Australia and other applicable Codes and Standards.

Bush Fire Protection

69. With the AIPM site being on, and bounded by bush fire prone land, a Bush Fire Risk Assessment and Mitigation Report has been prepared. The findings of this report in conjunction with research undertaken during preparation of the Master Plan, and extensive pre-development discussions with, and guidance from the various stakeholders including NSW National Parks and Wildlife Service, the NSW Fire Brigades, the Bushfire Management Committee for North Head and the Development Control Unit for the NSW Rural Fire Service.

70. Considering the Master Plan for the subject development site, significant research has been undertaken to determine the potential effect of adjacent bushfire hazards (National Park bushland) on the proposed and existing building infrastructure and the necessity to provide a viable development option with a particular emphasis on acceptable bushfire mitigation issues.

71. The NSW National Parks and Wildlife Service is an adjoining property owner and have provided a strategy to facilitate the management and protection of the subject development site as part of the bushfire mitigation strategy. Proposed and current management of the adjoining Sydney Harbour (North Head) National Park land is currently documented as a Plan of Management and Fire Management Plan.

72. Bushfire mitigation measures for the AIPM site comprises a package of measures including asset protection zones, access and egress, construction standards, water supplies, environmental protection and emergency risk management including evacuation and property maintenance planning. These measures were derived from provisions and recommendations as outlined within the document *Planning for Bushfire Protection Guidelines 2001*, engineered judgment and expert opinion, and guidance from the NSW Rural Fire Service Development Control Unit.

73. A Strategic Fire Protection Zone (SFPZ) has been established between the AIPM and Sydney Harbour (North Head) National Park and is now included in the NSW National Parks and Wildlife Service North Head Fire Management Plan. Management of fuel loads through prescribed burning is proposed for a small strip of native vegetation approximately 20 m wide along the interface of the AIPNM and SHNP. The SFPZ is aimed at providing protection of life and property at the AIPM from wildfires within the SHNP and to prevent the spread of fires from the AIPM into SHP. A portion of the proposed SFPZ(5m strip) is currently managed through clearing of native vegetation

74. Following its consideration of the Bush Fire Risk Assessment and Mitigation Advice (Report and Recommendations) dated 20 February 2006, the NSW Rural Fire Service provided the AFP with an official letter of support for the redevelopment.

Security Measures

75. The design philosophy for security measures for the proposed redevelopment of AIPM is consistent with the site usage.

Occupational Health and Safety Measures

76. The facilities to be provided will comply with the Occupational Health and Safety (Commonwealth Employment) Act 1991, Occupational Health and Safety (Commonwealth Employment) (National Standards) Regulations and the Australian Federal Police OH&S code of Practice and Manual.

Landscaping

77. The landscaping principles embodied within the proposed Master Plan include:
- a) Reducing the extent of hard surfaces by approximately 13% within the site through the reorganisation of the roadways and carparking areas. This reduction in area will be complemented through the use of permeable pavements where possible to assist in water penetration;
 - b) Carparking consolidation – Through the reorganisation of the surface carparking on the site, the visual impact of cars will be reduced. Carparking will be consolidated on the eastern side of site and limited to the northern alignment of the main building;
 - c) Natural watercourses – where possible, use of natural watercourses is encouraged for the dispersal of stormwater throughout the site. However the existing piped / formed culvert system will be retained through built areas. The principle of water sensitive design will be pursued by collecting, filtering and reusing stormwater in bio-retention swales and collection tanks;
 - d) Grassland regeneration – the degenerated grasslands will be upgraded through the use of soil ameliorants and use of native grasses that are suitable for the environmental conditions. New turf is proposed for the upper areas immediately adjacent to the main buildings. Imported topsoil will generally not be used;
 - e) Exotic plants – It is proposed that only endemic species be planted within the site. Removal of exotics along the cliff edge is proposed and re-vegetation will be carried out in close consultation with the NSW National Parks and Wildlife Service. Progressive seed collection and propagation of site specific species is proposed for re-vegetation zones, particularly the cliff edge and the Strategic Fire Protection Zone Setback areas;
 - f) Screen Planting – Mass planting of endemic species is proposed between buildings, however this must comply with the requirements of bushfire hazard management. Use of bio-retention swales will assist in screening the underside of the existing buildings. Retention of scattered groups of existing trees in the foreshore zone and between buildings will allow framed views and visually reduce building mass;
 - g) Water and maintenance efficiency, with a minimum of high maintenance areas; and
 - h) Respecting and protecting the existing Little Penguin population and provide additional foraging resources for the Long-nosed Bandicoot.

ECONOMIC AND SOCIAL IMPACTS

Cost of Works

78. The estimated cost to implement the overall AIPM Redevelopment Master Plan is \$17.6 million (exclusive of GST). However, the approved outturn budget for the redevelopment works currently proposed is \$16.224 million, which will include all planning and approval costs and fees, consultants' fees, project management and superintendence fees, all construction costs, furniture, fittings and equipment, contingencies and escalation. It is intended that the residual elements of the Master Plan will be implemented in the future when additional funding is made available.

Construction Workforce

79. It is estimated that an average of about 30 people will be directly employed on construction activities. In addition, it is anticipated that construction will generate further job opportunities off-site from design, supply, manufacture and distribution of components and materials.

Schedule

80. Subject to Parliamentary approval of the project, construction is planned to commence in late 2006, with a construction period of approximately 26 months.

Hours of Work

81. It is planned that all works will be undertaken during normal Manly Council standard working hours for developments. Generally this means site activity can be expected between the hours 7.00am to 6.00pm, Monday to Friday and 7.00am to 1.00pm Saturday, with a total exclusion of work on Public Holidays and Sundays.

Impact on local community

Traffic

82. AIPM has been monitoring traffic flow along Collins Beach Road, the sole vehicular access to the site. Results show that between 11/07/05 and 06/12/2005, 58% of the weekday traffic on Collins Beach Road was directly involved with AIPM (i.e. came through the security gates).

83. During this same time period, weekend traffic on Collins Beach Road to the AIPM dropped to 27% of the total traffic load.

General

84. The primary impacts of the proposed redevelopment on the local community include the improvement of the presentation of the site as perceived from the residential areas on the north side of Spring Cove and positive contribution to the management of the habitat for native flora and fauna, specifically the Little Penguin and Long-nosed Bandicoot populations.

85. The proposed redevelopment will continue to provide on-going local employment opportunities and support to the local economy.

Child Care Provisions

86. It is not intended to provide child care facilities at AIPM.

Consultation

87. The following authorities and organisations have been consulted during the development of the project:

Commonwealth

- a. Department of Finance and Administration;
- b. Department of Environment and Heritage;
- c. Sydney Harbour Federation Trust; and
- d. Australian Heritage Council.

State and Local Government

- e. NSW Premiers Department;
- f. NSW Department of Infrastructure, Planning and Natural Resources;
- g. Manly Council;
- h. NSW National Parks and Wildlife Service;
- i. NSW National Parks and Wildlife Service Threatened Species Unit;
- j. Manly Environment Centre;
- k. Sydney Water;
- l. NSW Fisheries;
- m. NSW Fire Brigade; and
- n. NSW Rural Fire Service.

Federal and Local Members

- o. Federal member for Warringah; and
- p. State member for Manly.

Local and Community Groups

- q. St Patrick's Estate Development;
- r. Little Manly Precinct Community Forum; and
- s. Bushfire Management Committee for North Head.

88. AIPM has also conducted information and consultation sessions during the planning and schematic design phases with the AIPM staff seeking comment and input to the design of the new proposed facilities.

Revenue

89. The redevelopment is primarily focused on improving the operating environment of the AIPM rather than increasing revenue. However, a small increase in net revenue may result from the Institute's increased operating capability following completion of the redevelopment.

Environmental and Heritage Considerations

90. An Ecological Assessment, Heritage Assessment Report and a Heritage Impact Statement have been prepared on the redevelopment proposal. Notwithstanding that these independent assessments concluded that the redevelopment will not have a significant effect on the environment in terms of the requirements of the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), the AFP will formally refer these assessment reports to the Department of Environment and Heritage (DEH) for its consideration.

91. With regard to Australian Government heritage registers, the AIPM site is:

- entered in the Register of the National Estate as part of the larger (North Head) conservation area; and
- within an area nominated for the National Heritage List (i.e. North Head), though no decision has yet been made on this nomination.

Flora and Fauna

92. Although the AIPM is largely cleared of native vegetation, a portion of the site provides habitat for a number of endangered populations known to inhabit North Head and the adjacent Sydney Harbour (North Head) National Park. Of particular importance are the Little Penguins that breed along parts of the foreshore of the AIPM, and the Long-nosed Bandicoots which forage on some grassed areas of the AIPM.

93. The proposed redevelopment has been designed so as to prevent impacts on the Little Penguin and Long-nosed Bandicoot populations, and where necessary implement management measures to ensure there are no detrimental impacts on these populations.

94. Construction works will not occur within the area supporting breeding habitat of the Little Penguins, with management measures implemented to prevent direct impacts on that population.

95. The grassed areas on the site on which the Long-nosed Bandicoots forage are an important food source as there are minimal grassed areas adjacent to the dense native vegetation of Sydney Harbour (North Head) National Park. As such, the proposed redevelopment provides an increase in open foraging areas for Long-nosed Bandicoots.

96. Scattered native tree cover remains throughout the site, in addition to a number of exotic trees near the buildings and car park.

Heritage Considerations

97. The current buildings and features on the site reflect the long history of the site in its Commonwealth-use context, and many of the early buildings survive although most have been changed in some way. Through a process of expert heritage study and review of the planning for the redevelopment, it is proposed that the key heritage elements of the site will be protected and

conserved in the redevelopment project, with the particular details of the conservation works to be developed during the further detailed design stages.

Historical Background

98. The AIPM site has a long history of Commonwealth usage dating back to the early 1900's when a Seamen's Isolation Hospital was established as part of the North Head Quarantine Station.

99. While this hospital only operated for a few years, the buildings were utilised in other ways, such as housing for migrants with no other accommodation. The buildings were placed under the administration of the Commonwealth Department of Health in 1925. During World War II the site and buildings were used as a hospital by the Australian Department of Defence.

100. In 1957, the buildings were utilised by the Commonwealth Government for the purpose of establishing an Australian Police College for executive training of Commonwealth police officers. The Australian Police College was officially opened on 25 October 1960. Between 1960 and the late 1970's, the Australian Police College conducted a range of programs reflecting its joint Commonwealth in-house and national executive training and development roles.

101. The Australian Police College became the Australian Police Staff College by resolution of the Board of Control on 5 December 1986 and was formally named by the Governor-General of the Commonwealth of Australia at a ceremony held at the College on 18 June 1987.

102. Following a review of the College during 1994 it was decided that the name of the College should be changed to reflect its new role and direction in Australian Policing. On 22 March 1995 the Australian Police Staff College was officially renamed the Australian Institute of Police Management.

Indigenous Considerations

103. The AIPM site includes one Aboriginal heritage site. This heritage site will not be affected by the proposed works, and suitable management arrangements will be put in place to ensure its long-term protection and heritage management.

PROJECT DELIVERY AND PROGRAMS

Project Delivery System

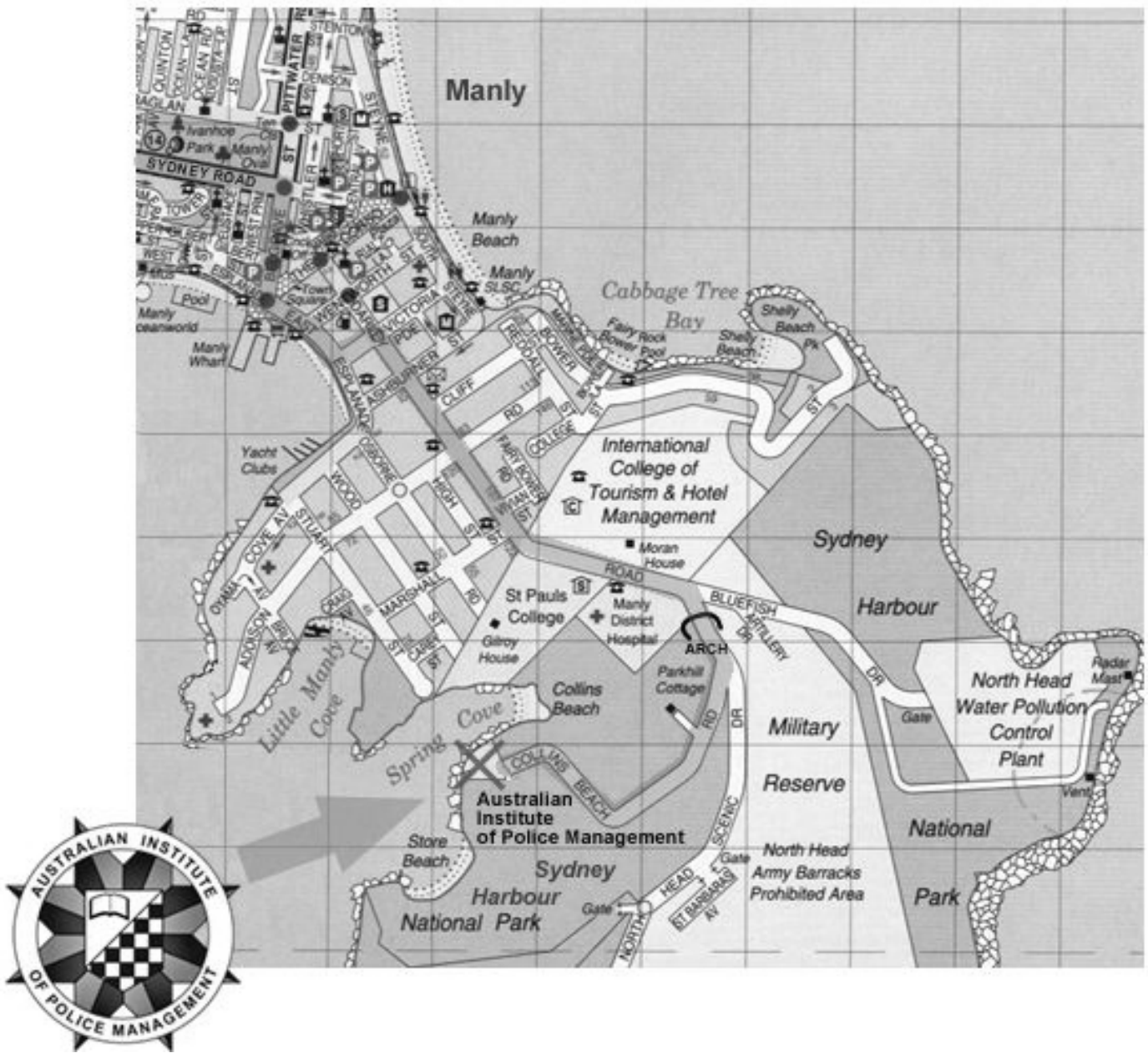
104. The AFP has developed the following governance framework to ensure that the different elements of the project are appropriately managed and coordinated:

- a) The establishment of a Project Control Group (PCG) with responsibility for the strategic direction and oversight of the project;
- b) The appointment of an internal Development Manager to oversee the total redevelopment project;
- c) The appointment of a Project Manager to coordinate and manage the detailed design and practical implementation of the project; and
- d) The development of an integrated Project Delivery Strategy.

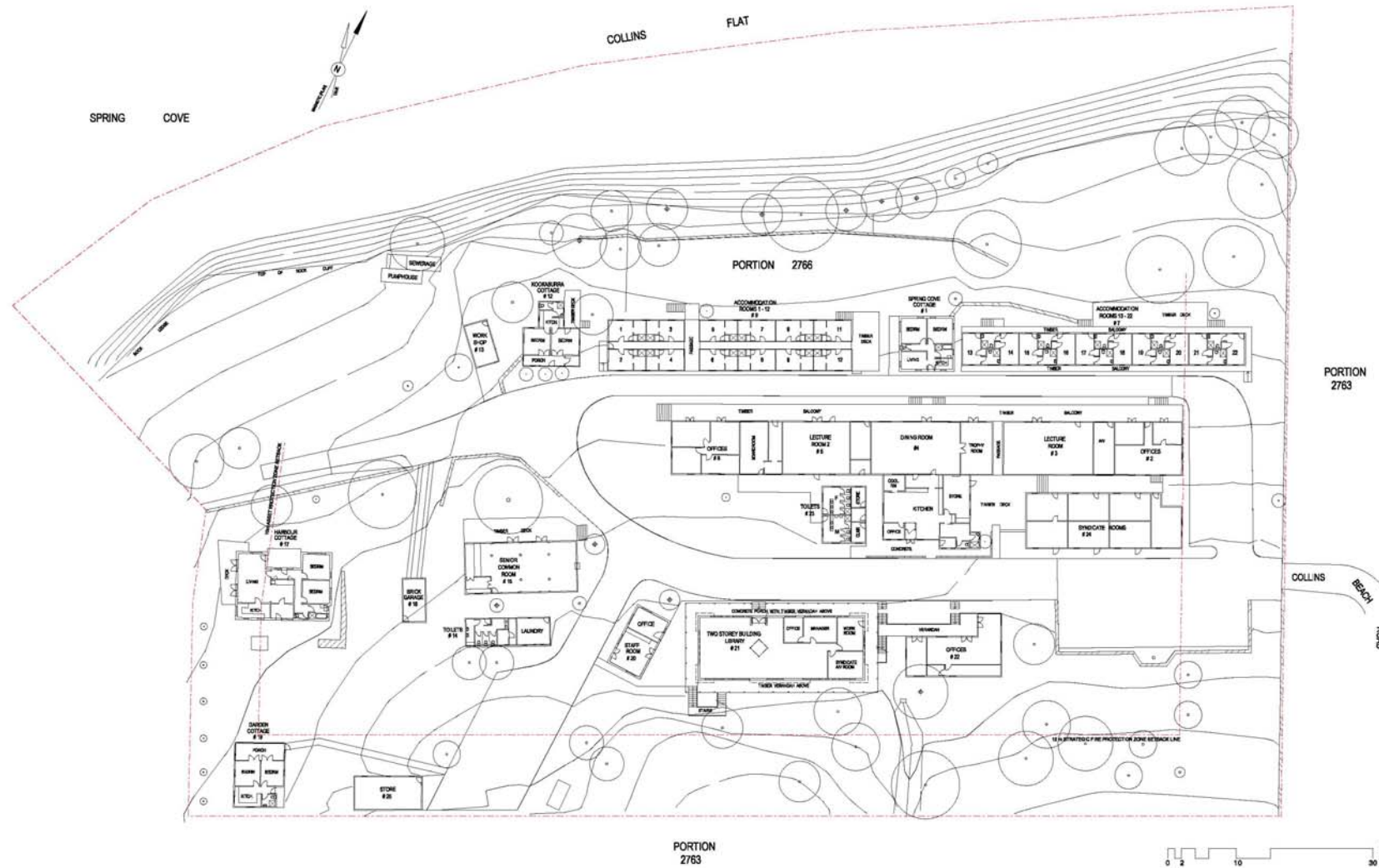
105. The project will be delivered using a proven project management approach. The major elements will be delivered through a traditional process of detailed design and documentation by a Principal Consultant / Architect, and construction by a Head Contractor.

Project Schedule

| Task Name | Forecast Completion Date |
|---|--------------------------|
| Public Works Committee – Referral submitted | March 2006 |
| DEH Referral | March 2006 |
| DEH Referral approved (uncontrolled action) | April 2006 |
| Public Works Committee - Public Hearing | May 2006 |
| Public Works Committee - Parliamentary Approval | August 2006 |
| Design Completed | September 2006 |
| Tender for Head Contractor | September 2006 |
| Award Contract for Head Contract | November 2006 |
| Works Complete | Late 2008 |



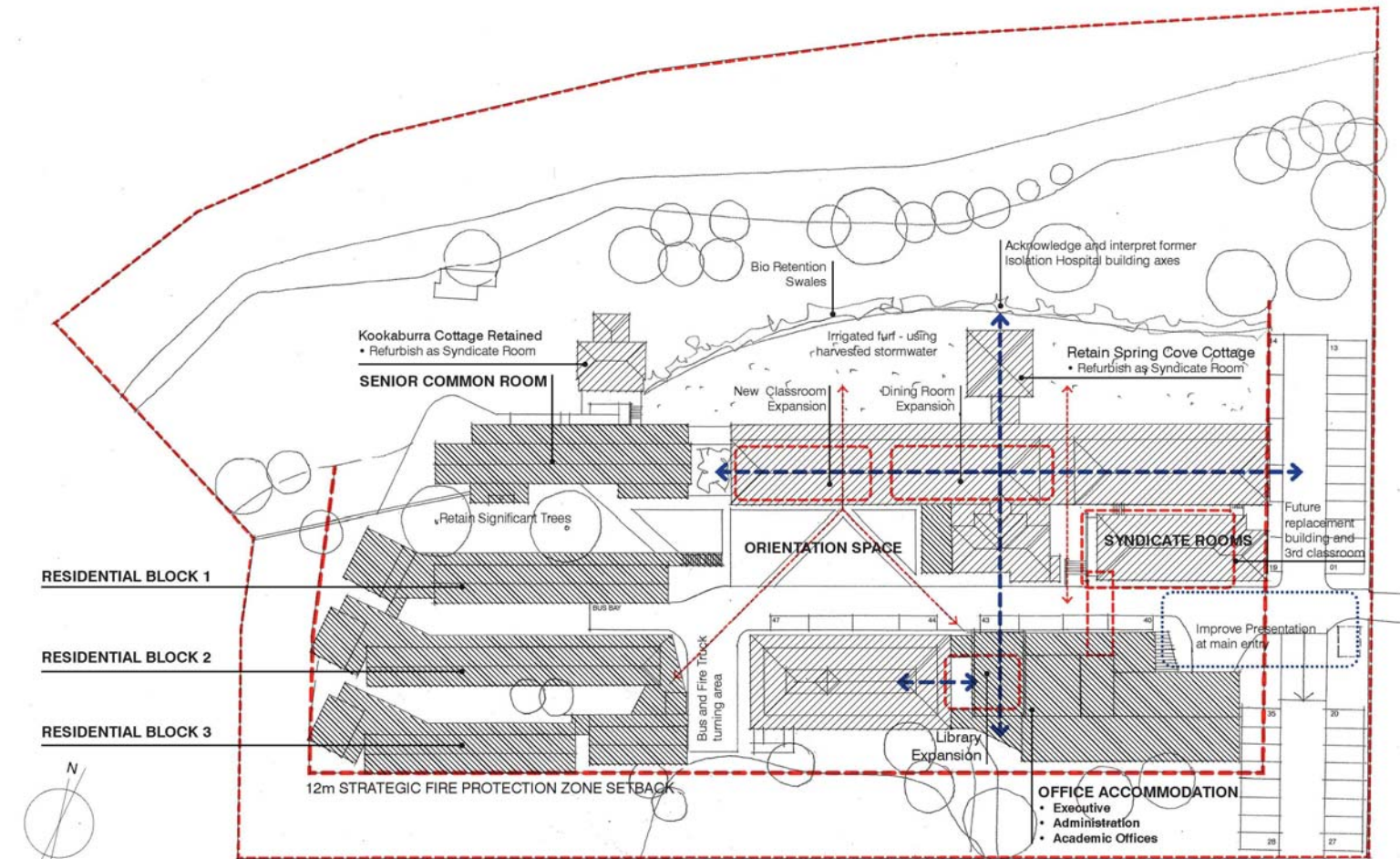
Locality Plan



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 Manly Redevelopment Project

Existing Site Plan Area Analysis
 Scale 1:200 at A1
 Project No 05 440
 Drawing no. XA 01
 Rev & Date B

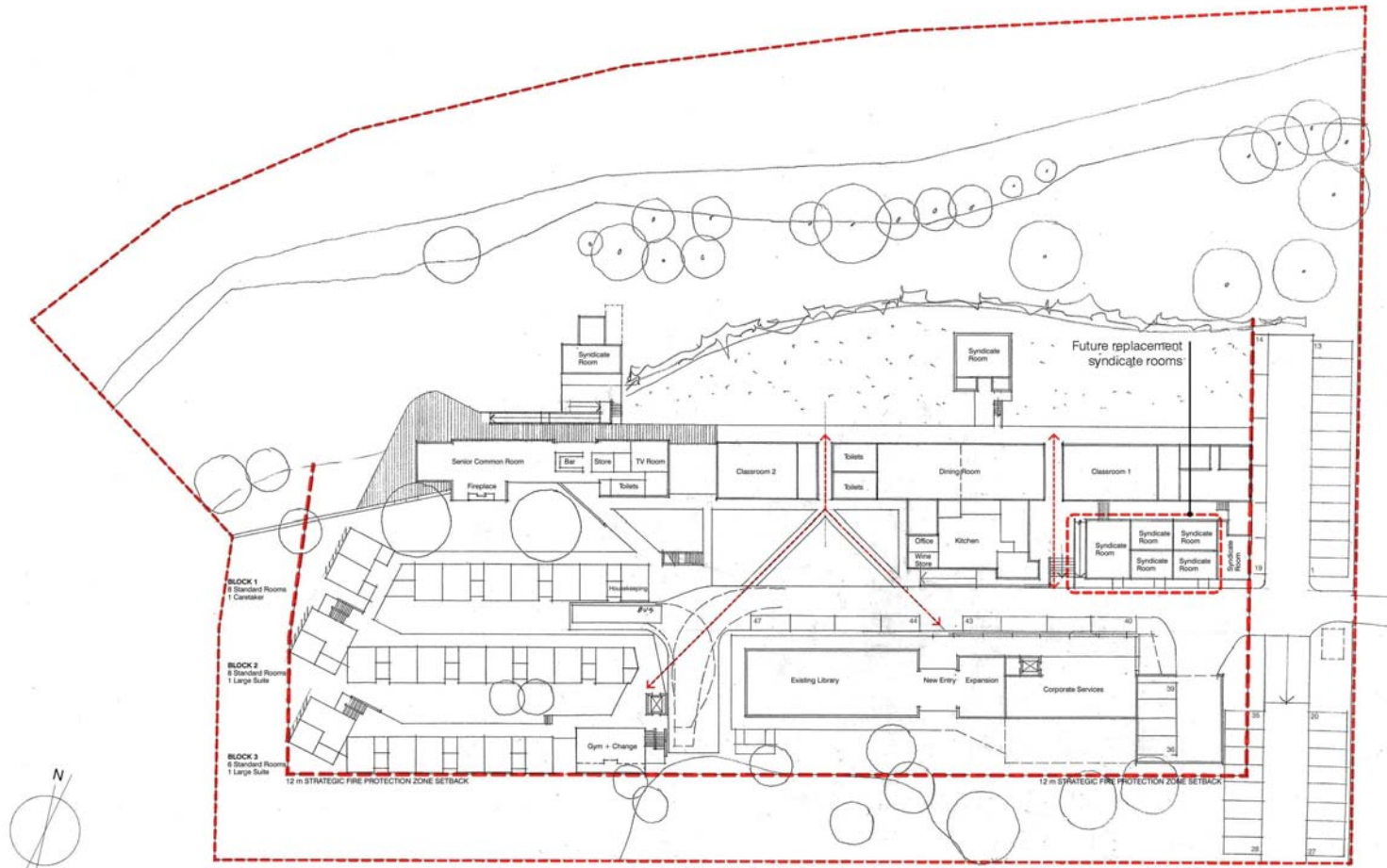


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Existing Buildings to Remain
 Proposed Facilities

FINAL MASTERPLAN
 0 5 10 20
SITE PLAN MP 001 / A



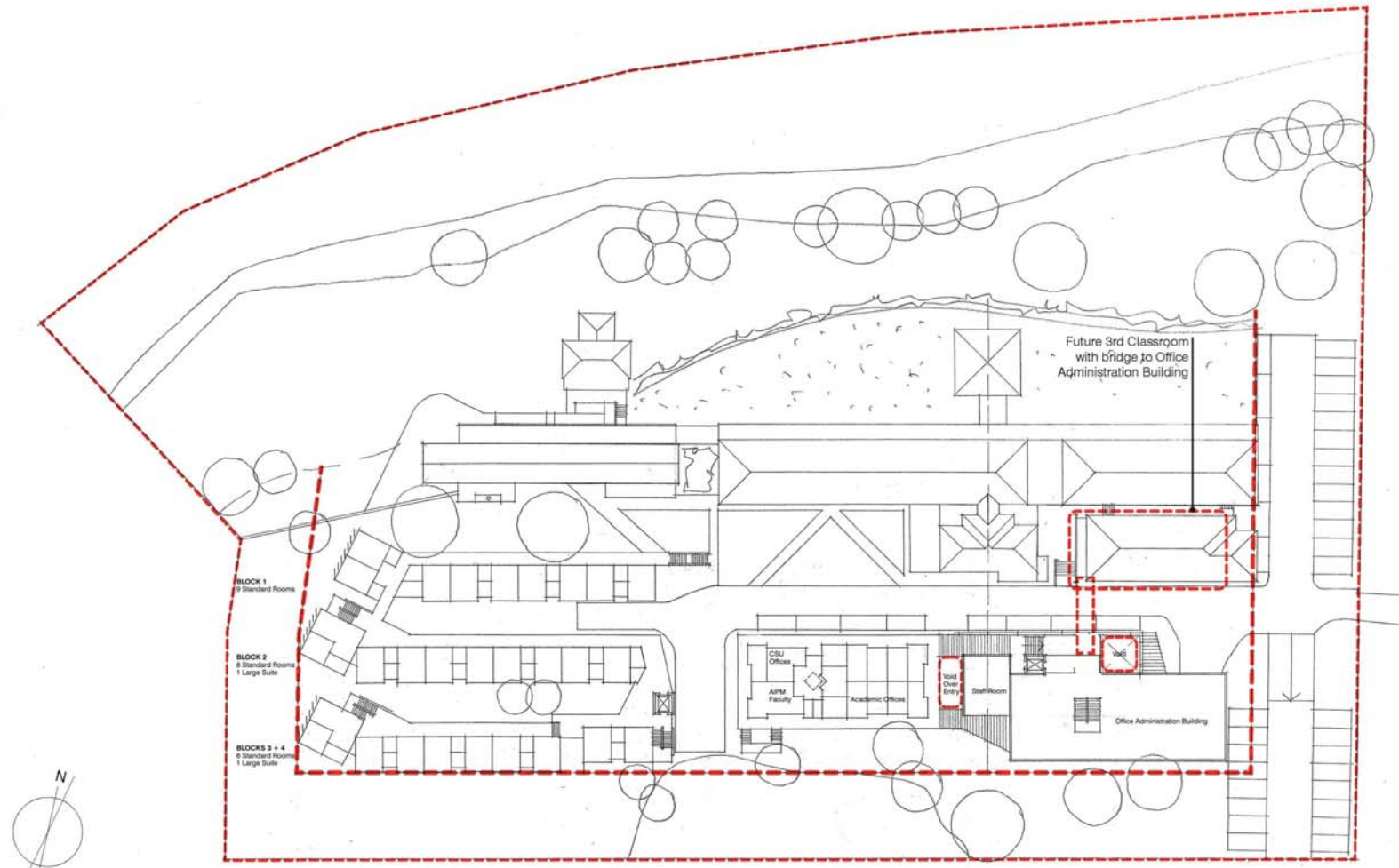
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FINAL MASTERPLAN
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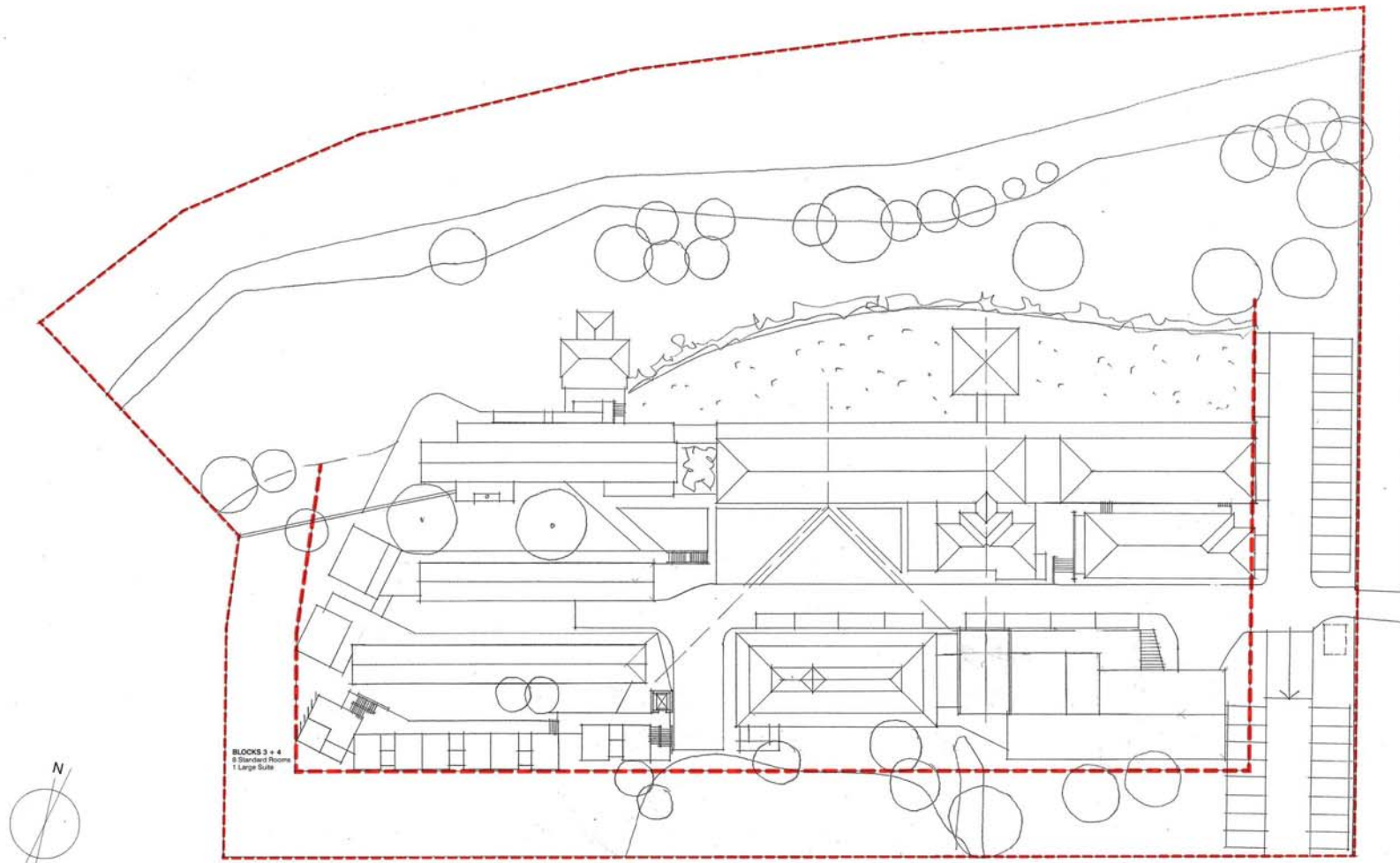
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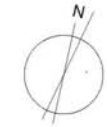
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FINAL MASTERPLAN
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LEVEL 2 MP 003 / A



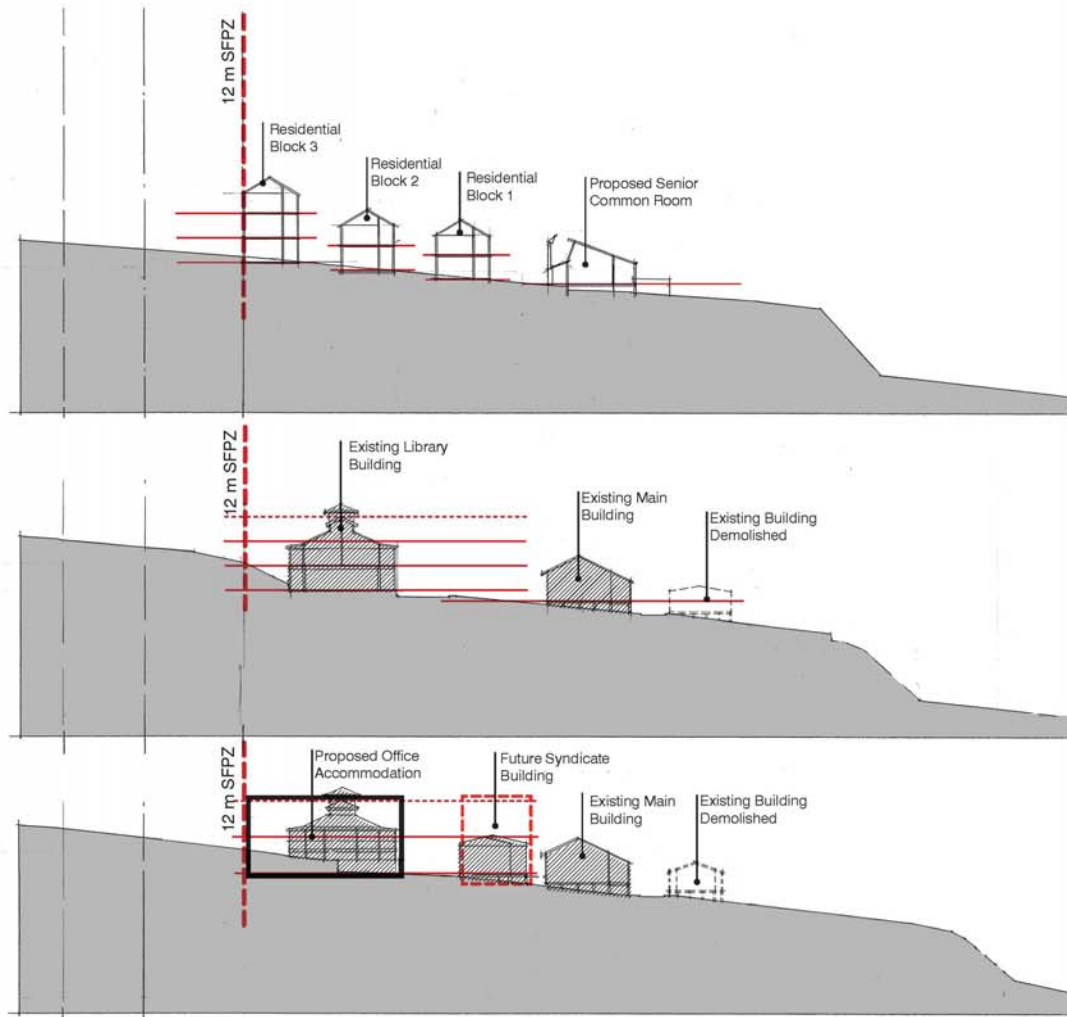
BLOCKS 3 + 4
8 Standard Rooms
1 Large Suite



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FINAL MASTERPLAN
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LEVEL 3 MP 004 / A



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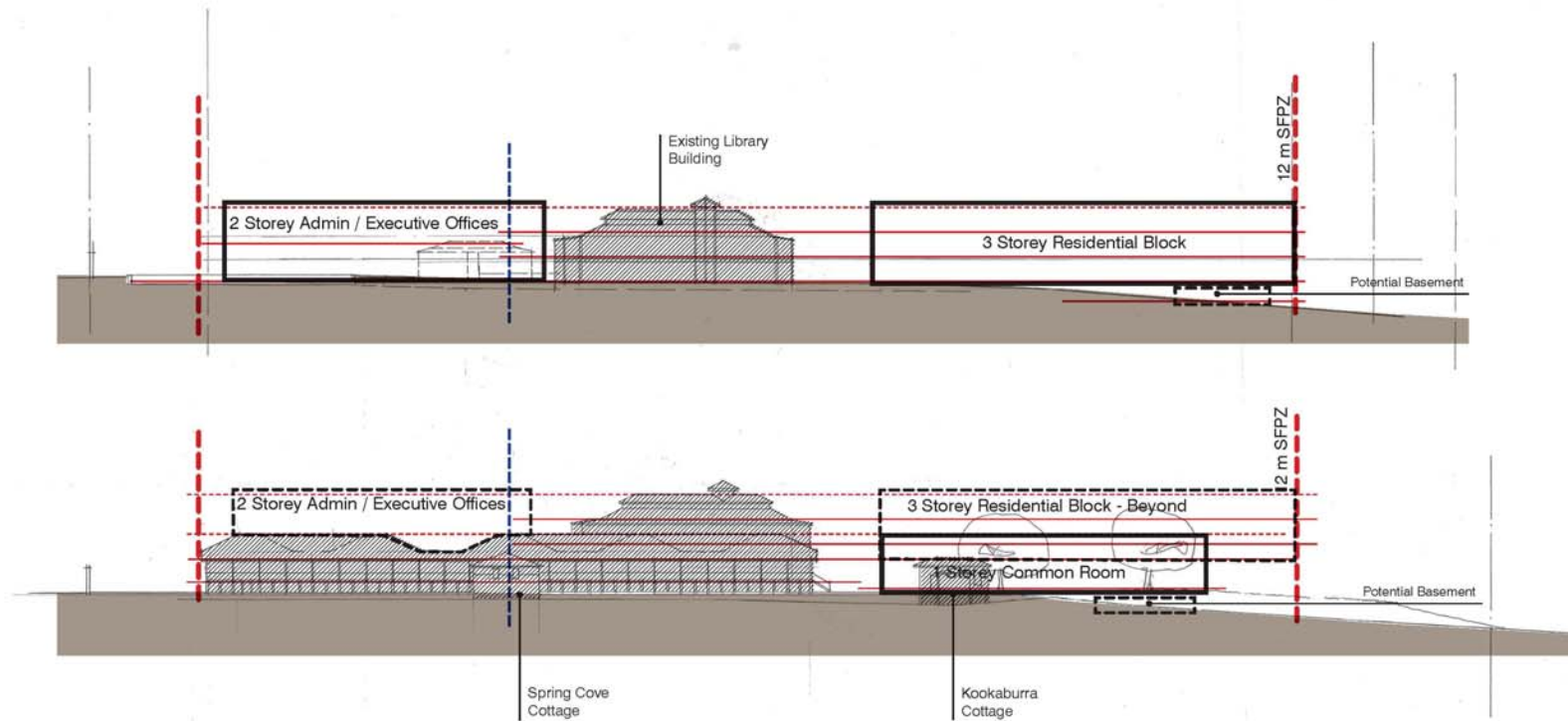
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 Existing Buildings to Remain

FINAL MASTERPLAN


CROSS SECTIONS MP 005 / A



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FINAL MASTERPLAN

CROSS SECTIONS MP 006 / A