



JOHNSTAFF

# Energy Transformation Sector Portfolio

Getting the right results for social and  
economic infrastructure investments



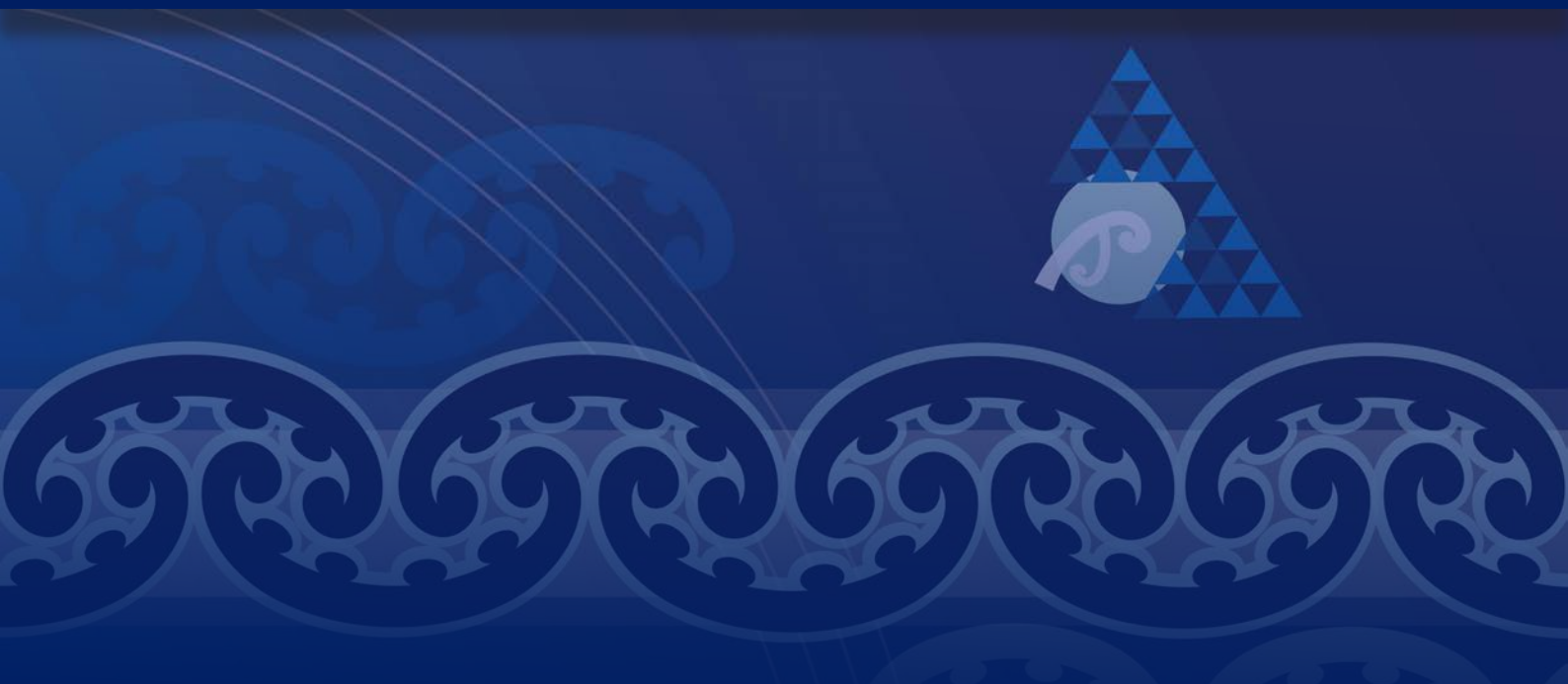
## Acknowledgment of Country

In the spirit of reconciliation Johnstaff acknowledges Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

## Acknowledgment of our gratitude to Māori

We acknowledge the indigenous tangata whenua of Aotearoa - New Zealand as the kaitiaki of the land, sea and skies. We're grateful to those who care for, nurture and protect Aotearoa for future generations, and we pay our respects to tīpuna, past, present and emerging.

E whakamānawa ana i te tangata whenua taketake o Aotearoa, ngā kaitiaki o te whenua, te moana me te rangi. Ka whakawhetaihia hoki rātou e manaaki, e tiaki nei i a Aotearoa mō ngā uri whakaheke. Ka whakarangatira hoki mātou i ngā tīpuna o nehe, o nāianeī, o āpōpō.



# Johnstaff - a team you can trust

Johnstaff is an independent Australian and New Zealand owned consulting practice that specialises in client-side Advisory and Project Management services for the planning and implementation of infrastructure investments.

Johnstaff offers a unique blend of technical expertise, commercial experience and unwavering commitment to continuous improvement that assures our clients of our adaptability and scalability.

This enables us to provide valuable insights across the project lifecycle, from **investment and feasibility strategy, business case, construction economics, programming and time management, transaction and governance structuring, design management, procurement, construction administration, commissioning and operations.**

We don't pull precedent off the shelf and call it a job done. Our approach is to collaborate with our clients to think about the business imperatives and the best way to achieve them before jumping to technical solutions.

We seek insight into your business requirements to help you explore how investing in infrastructure can provide a comprehensive solution that enhances operational efficiency, productivity and enterprise value. This includes considering restructuring operations to ensure existing infrastructure assets are leveraged to their maximum potential before embarking on new investments.

Our team is professional, genuine and unpretentious. We think outside the square and use data analysis and other investigative methods to find effective solutions. That's why we will tell you if we believe there is a better way to meet your goals and deliver value at the most efficient cost, time and quality.

## A collaborative team of professionals

Our approach means we are genuinely invested in helping our clients obtain optimal outcomes. We have an approach that:

- **Listens to your needs and objectives** – we analyse all relevant information and bring together team members to design and implement solutions;
- **Is collaborative** – we will be part of your team, we'll care about the project like you do and we'll share what we know to get the right results;
- **Is focused on the business issue** – rather than simply accepting capital investment as a solution, we look at the issues and options to work with you to meet your objectives best – then, and only then, do we work together to start developing the operational redesign, outsourcing or other technical solutions; and
- **Is genuine, professional and unpretentious** – we're easy to work with and we're also able to work as part of a team to challenge conventional thinking if we think there is a better way to meet your goals.

## Johnstaff at a glance



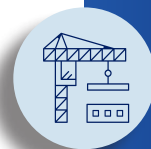
**1100+**

social infrastructure projects delivered



**300+**

professionals



**\$22bn+**

value of projects underway



**30+**

years of proven performance



**\$110bn+**

project value delivered



# We believe in a sustainable energy transition and future

Our teams combine advisory and project management excellence with a passion to deliver infrastructure projects that benefit our communities. We have a strong focus on sustainability both as a business and through our projects.

With extensive planning and delivery experience on critical infrastructure projects, we have a deep, first-hand appreciation of the economic, ethical, environmental, and social priorities behind renewable energy infrastructure. Our strength is in client-side long-duration infrastructure project delivery, and we provide a range of services across many sectors. From complex health programs for Government agencies to state-shaping infrastructure developments.

With Australia's focus on a net zero emissions future by 2050, there's never been a more important time to ensure sustainable energy system transitions. We are ready to help get infrastructure projects wheels in motion and work with you to plan on generation, storage and transmission solutions, together with adaptation of existing building stock to complement the infrastructure transition. Otherwise, we'll hit roadblocks when 2050 fast approaches. The scale and complexity of these projects are massive and will change the way we think about the future of infrastructure projects.

We aim to empower and guide our clients who are branching into renewable energy infrastructure to achieve the best possible commercial and project outcomes that benefit our communities. Our approach leverages off our ability to play a key part and our passion to truly serve our communities through social infrastructure project legacies.

## Our one Johnstaff approach

Our approach is to 'listen' and 'understand' the desired outputs before helping create a genuine solution tailored to each engagement's unique situation.

We take national service specialists from each of our offerings and bring them together in a holistic service offering.



### Seek to identify and understand our clients

We actively seek to identify and understand the client's needs and objectives. We analyse all relevant information and bring together team members to design and implement solutions.



### We collaborate

We will be part of the project team, we'll care about the project, and we'll share what we know to get the right results.



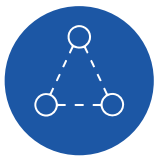
### Genuine, professional and unpretentious

We're easy to work with, and we're also able to work as part of a team to challenge conventional thinking if we think there is a better way to meet your goals.



# Our energy transformation advisory services

As an Australian-owned business, our specialist local consultants and services leverage over 30 years of experience with complex infrastructure projects and government advisory. Our advisory teams provide their knowledge across the entire project lifecycle with a focus on transaction and commercial outcomes.



## Project and transaction management

We help guide our clients through the complex transaction process. Seamlessly integrating all stakeholders and meeting programs. Our services include:

- Procurement strategy development
- Project establishment
- Market sounding
- Tender evaluation and contract negotiation
- Workstream capabilities: technical, commercial, and financial
- Project direction
- Project management
- Public Private Partnership transaction management
- Operational planning and readiness
- Precinct planning
- Contract management
- Enabling works



## Commercial and contract management

Our extensive experience on critical economic and social-infrastructure projects leads us to understand complex large projects. We know how to manage contract risk and our teams work hands-on to achieve positive commercial outcomes and project certainty. Critical to projects with multiple vested interests led by all levels of Government. Our services include:

- Contract management and administration
- Project financial control and reporting
- Programming and planning
- Risk management: analysis and mitigation
- Project health checks
- Contract management guidelines management
- Commercial and contract management and administration training
- Conflict avoidance and management



## Project controls and management

Our project controls and management services include:

- Governance controls and reporting
- Risk assurance and monitoring
- Assurances reviews
- Superintendency
- Procurement
- Contract management
- Operational planning and readiness
- Scheduling and programming
- Project accounting and cost management
- Communications strategy
- Executive project directorship
- Team resourcing and embedment

### The value of our services

From early stages through to procurement and delivery - we are committed to working in partnership with our clients to achieve their aspirations.

Our teams help find the best possible value across **every project in every sector.**



# Our energy transformation experience

Leveraging over 30 years of combined project management and advisory expertise across our ANZ offices, our reliable and accountable teams have been at the forefront of our client's minds for complex infrastructure projects.

From the evaluation of innovative energy efficiency programs designed to help everyday families to project management of critical infrastructure to support sustainable fuel generation for Hospitals - our teams have been the trusted partner at every stage.



# Energy Efficiency in Social Housing Program (EESHP)

Homes Victoria, Department of Families, Fairness and Housing

\$158m | Victoria | 2023 - ongoing



Advisory



Project Management

The EESHP aims to improve energy efficiency of 35,000 households living in social housing properties, deliver multiple benefits to low-income and vulnerable renters as well as reducing greenhouse gas emissions. Achieved by replacing inefficient systems and installing more efficient products.

## Our role

Johnstaff undertook a detailed evaluation of the performance of the EESHP against its targeted objectives for Homes Victoria. We evaluated achieved outcomes against Program performance metrics, defined in an MoU between Homes Victoria (responsible for Program delivery) and DEECA (responsible for overarching policy about energy sustainability and climate change). Our analysis was informed by collecting and integrating energy performance and other existing data and supported by a multi-stage renter survey process and focused stakeholder engagement.

After our initial successful tender submission, we developed a detailed Project Management Plan (PMP) identifying all required tasks and their timing for Homes Victoria approval. We worked closely with Homes Victoria to implement the PMP, monitoring the progress of critical tasks to ensure data collection was achieved (e.g., approvals for the Renter Survey approach and content). Our evaluation approach involved:

- Sourcing Program data: energy modelling, energy efficiency upgrade quality assurance audit results, installation delivery data, and other relevant reporting;
- Design of a confidential Renter Survey (telephone) methodology;
- Delivery of the Renter Survey and feedback collation;

- Analysis of Program data and Renter feedback: determination of the effectiveness of EESHP in meeting its performance objectives, including transparency and accountability for the Program funding;
- Exemplification of renters' EESHP experiences by selected detailed interviews and case studies.
- Detailed reporting on evaluation outcomes and lessons learned

## Outcomes



The first phase of the Renter Survey was successfully completed on time, with a higher than anticipated participation rate. Enabling the collection of extensive survey feedback directly related to the EESHP performance metrics defined in the Homes Victoria / DEECA MoU, supplementing the existing Program data.



Johnstaff shared its initial data and performance analysis with Homes Victoria, with a positive response to the outcomes. Our final reporting and presentation of evaluation outcomes was delivered on time.

In late 2023, Homes Victoria announced an expansion of the EESHP from \$112 million to \$158 million, following a \$46 million funding commitment from the Commonwealth Government.



# Oakajee Strategic Industrial Area (SIA) Activation: Mid West Clean Hydrogen Hub

**The Department of Jobs, Tourism, Science & Innovation**

**\$100m | Oakajee, WA | 2021 - 2023**



440km north of Perth, the Oakajee SIA is strategically located to facilitate the export of clean hydrogen and a range of downstream products but lacks the service infrastructure to facilitate the industry's establishment.

The State Government has a vision for Oakajee to be a thriving, multi-proponent green industrial hub providing great benefit to the region, the State, and the nation.



### Our role

Johnstaff was engaged by JTSI to develop a business case to support investment in critical enabling works and demand generation to stimulate further private investment to activate Oakajee SIA as a thriving regional clean hydrogen hub.

Post engagement, our role expanded to include submission preparation under the Commonwealth Government’s Clean Hydrogen Industrial Hubs Program (CHIHHP). Once submitted, our team resumed work on the Mid West Clean Hydrogen Hub business case, leading to approval by JTSI in mid-2022 for consideration by the Government.

Our team provided detailed economic analysis and modelling of Oakajee’s domestic and export potential based on renewable energy and clean hydrogen production, including realising the long-held vision of unlocking the Mid West’s vast iron ore resources. We provided critical support to JTSI as the lead agency for the facilitation of the development of the hydrogen industry. This multi-faceted role has involved extensive and diverse stakeholder engagement; complex research and analysis; and development of a range of associated deliverables.

With the business case complete, Johnstaff continued to assist JTSI as Oakajee SIA Activation Program Director, responsible for coordinating the multiplicity of inter-related activities that comprise the Oakajee Program.

### Outcomes

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Successfully delivered the complex and unique Mid West Clean Hydrogen Hub CHIHHP submission and business case to meet challenging timeframes.
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Undertook a comprehensive Economic Appraisal demonstrating the significant potential benefits of the Oakajee SIA and advantages of deploying the necessary resources in a timely manner.
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Effective engagement with a wide range of government, industry and other stakeholders, including securing agreement of CHIHHP industry participants.
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Activation of the Oakajee SIA is gathering momentum, with the SIA allocated to six industry proponents; delivery of road access progressing; and a series of targeted studies in train, involving international partners.



# Christchurch Hospital Renewable Energy Transformation Project

**Ministry of Health  
Christchurch**



Integral to the Christchurch Hospital Redevelopment Program, the Energy Centre Project (ECP) commenced with an extensive fuel study and boiler options analysis which identified a preferred solution, supported by NPV analysis, to replace the existing seismically damaged coal-fired boilers.

The new IL4 seismic resilient Energy Centre contains two purpose-built 7.8MW woody-biomass boilers, an 8MW diesel/LPG backup boiler, a fuel handling system, an emission control system, and associated infrastructure upgrades delivering 8.3barg steam to the Hospital campus through seismically upgraded services tunnels.

Image: Naylor Love



## Our role

Johnstaff was initially engaged to lead the concept design and options analysis that supported the Indicative Business Case. Following approval of the preferred solution, Johnstaff developed and implemented the following design and delivery staging plan comprising four major workstreams:

1. Temporary services infrastructure to isolate the existing services tunnel connecting the boiler house to the Hospital.
2. Seismic strengthening and services upgrades to the existing tunnel
3. New energy centre integrated design, construction, and commissioning
4. Decommissioning and demolition of the existing boiler house

Johnstaff developed a two-stage procurement approach engaging the boiler supplier via FIDIC Plant & Design-Build contract to lead the design with the principal's design team documenting the IL4 shell & core boiler house to ensure the new energy centre achieved the rigorous performance brief.

Johnstaff provided design management services for the integrated design and procured the shell & core contractor via NZS 3910 contract ensuring the principal retained control throughout the design and delivery of this critical infrastructure upgrade.

## Outcomes



Successfully managed and supported the boiler supplier through involuntary administration post-COVID to mitigate operational impacts on the Hospital.



Led an integrated BIM management approach using Revizto as a live issue resolution platform to coordinate design teams in Austria and New Zealand



Finalist for the New Zealand Building Industry Awards for Collaboration



JOHNSTAFF

**Auckland**  
Tāmaki  
Makaurau

**Brisbane**  
Meanjin

**Christchurch**  
Ōtautahi

**Geelong**  
Djilang

**Melbourne**  
Naarm

**Perth**  
Boorloo

**Sydney**  
Gadigal

**Wellington**  
Te Whanganui-  
a-Tara

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