JOHNSTAFF

Aged Care

Sector portfolio and capability

Getting the right results for social and economic infrastructure investments

Indigenous Artwork commissioned for Johnstaff by Maddy Hodgetts

Acknowledgement 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.

Acknowledgement of 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 nāianei, o āpōpō.

Māori Artwork commissioned for Johnstaff by Jan McMath

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 combines technical expertise, commercial insight and a commitment to continuous improvement, giving clients confidence in our adaptability and scalability. We deliver value across the full project lifecycle, from investment strategy and business case development through to procurement, construction, commissioning and operations.

We don't rely on off-the-shelf solutions. Instead, we work closely with clients to understand their business imperatives and identify the best path forward before moving to technical delivery.

By aligning infrastructure investment with your broader business needs, we help maximise operational efficiency, productivity and enterprise value, often by optimising existing assets before committing to new ones.

Our team is professional, genuine and practical. We think differently, using data and insight to uncover smarter solutions, and we'll challenge the status quo if there's a better way to achieve your goals with greater efficiency across cost, time and quality.

A collaborative team of professionals, with 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

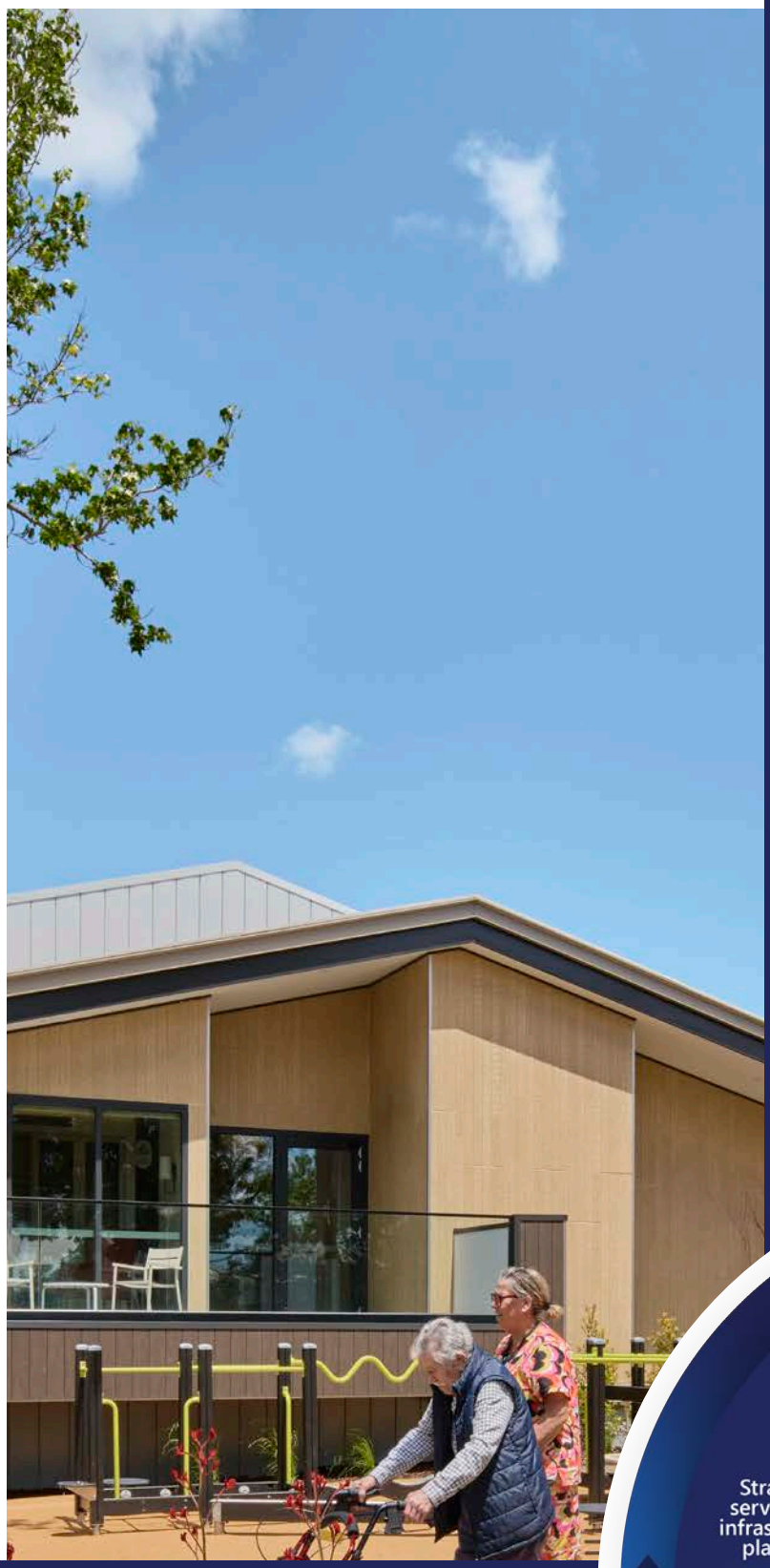
32b+
projects underway

$160b+
project value delivered

300+
professionals

1600+
infrastructure projects delivered

35+
years of expertise



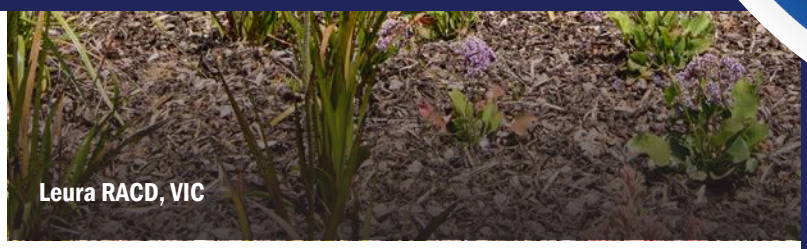
Our goal is simple: to help Australian and New Zealand clients achieve the best solution for their business or infrastructure needs.

As a privately owned, employee-operated organisation across Australia and New Zealand, our team brings over three decades of experience in strategising, planning and delivering infrastructure investments.

We combine high-quality advisory services with effective project management, working closely with clients to achieve successful project outcomes.

From specialised technical services to full lifecycle delivery, Johnstaff provides flexible support tailored to each project's needs.

Our integrated teams see the big picture across every stage of infrastructure projects.



Leura RACD, VIC

Project management

Project and program management of infrastructure investments is at the core of our business, it's who we are and what we do best..

At Johnstaff, we prioritise teamwork and enable everyone to deliver on their role. We act with considered urgency, stay responsive to change, and have the confidence to recommend new directions when needed. Above all, we work efficiently and collaboratively to achieve results while building strong, lasting relationships.

Our client-side project management services combine proactive risk management with proven methodologies to protect time, cost and quality outcomes. Whether delivering entire projects or specific lifecycle stages, we focus on achieving outcomes, executing your vision on time, on brief and on budget across a range of industries.

Our services include:

- Masterplan and Feasibility Study Management
- Management of Authority Approvals
- Board and Governance Reporting
- Procurement (Consultants and Building Contractors)
- Contract, Tendering, Assessment and Award
- Project Brief Development
- Design Management
- Business Continuity Risk Assessment and Mitigation
- Project Controls and Reporting
- Project Planning/Scheduling
- Quality Assurance & Risk Management
- Contract Administration
- Superintendent / Principals Engineer Services
- Independent Certification & Verification
- Project Commissioning & Handover
- Tenancy Coordination
- Asset renewal and maintenance works
- Program / Project Management Offices
- Embedded project resourcing (Owners representatives / PMO resourcing)
- Project Recovery

Advisory

Our advisory team provides strategic and transaction services across the full infrastructure project lifecycle.

Our advice is grounded in real delivery experience. Having established, procured and delivered some of Australia and New Zealand's largest infrastructure projects, we tailor our advisory services to help clients set their investments up for success.

Johnstaff's advisory specialists offer timely, targeted support at critical stages of an asset's development or investment lifecycle. Through our integrated services, we partner with clients on portfolios, programs and complex or distressed projects, delivering specialised expertise that strengthens internal capability and outcomes.

Our services include:

- Specialist Programming and Time Management
- Procurement Options Analysis and Market Sounding
- Business and Investment Cases (including financial and economic analysis)
- PPP Transaction Leadership, Advisory and Project Directorship
- Strategic Infrastructure Planning and Review
- Technical Solutions Reviews and Value Engineering Reviews
- Operational Readiness and Commissioning
- Quality Assurance and Risk Management
- Gateway Assurance, Project Governance and Specialist Reviews
- Project Recovery Strategy and Contractor Claims Analysis
- Clinical Governance
- Asset Review

Opal Treeby, RACF, WA

Our aged care expertise

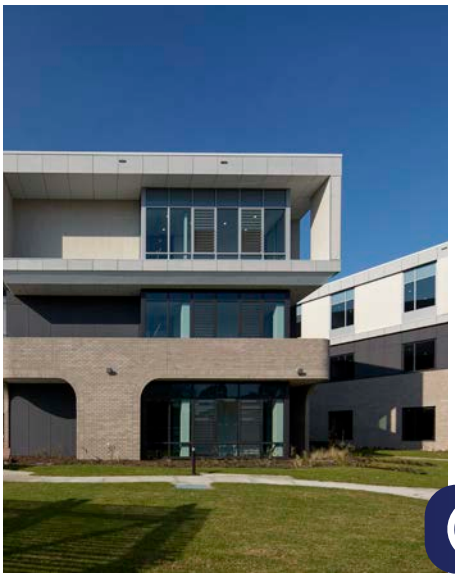
Our specialists bring hands-on experience in the aged care and retirement living sector, supporting both private and government clients. We provide integrated commercial, service planning, project management and transaction advice tailored to the regulatory, competitive and strategic challenges facing providers.

We understand the shift toward alternative service delivery models and work with clients to develop partnership-driven solutions that respond to evolving needs. Our track record includes delivering over $500 million in aged care projects, comprising more than 1,000 beds.

Our services extend through to construction, including the upgrade and expansion of operational facilities. We help clients manage staged delivery effectively, maintaining flexibility while minimising disruption to day-to-day operations.

$500m+
Aged care projects

1000+
beds in residential aged care facilities



Kingston Residential Aged Care Development

Victorian Health Building Authority | Kingston, VIC | $134.6m

The Kingston Residential Aged Care Development (KRACD) was delivered as part of the Victorian Government's 2020 State Budget to support the modernisation of Melbourne's public aged care sector. The project involved construction of a 150-bed, resident-centred facility designed for operational efficiency. Johnstaff provided project management and superintendent services from feasibility design through to post-occupancy evaluation. Our Health Advisory team also supported the principal design consultant, delivering planning services and contributing to the development of new models of care.

150-beds delivered, modernising Melbourne's public aged care sector

Cohuna Residential Aged Care Development

Victorian Health Building Authority | Cohuna, VIC | $41.1m

Johnstaff provided full project management and health advisory services for the masterplan, feasibility and schematic design phases of the Cohuna Residential Aged Care Development. Our Health Advisory team supported the principal design consultant with planning services and the development of new models of care. Located on the Cohuna District Hospital campus, the facility delivers 16 single aged care bedrooms with private ensuites, natural light and open views, along with an additional 8 acute beds to support clinical needs. The purpose-built design accommodates a range of complex care requirements, including dementia and mobility support.

Integrated advisory and project management delivering better care

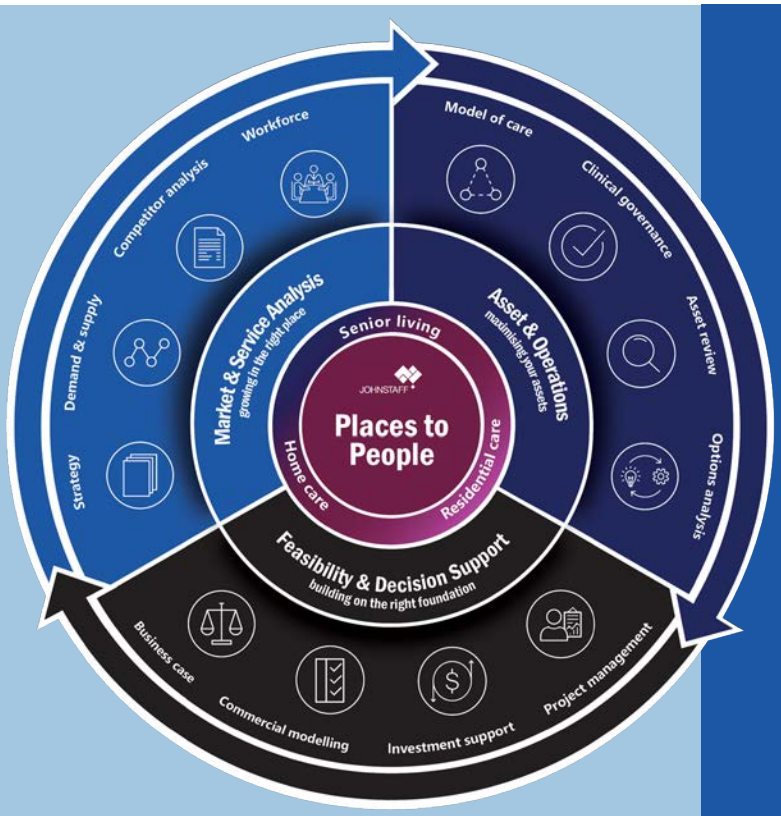
Rutherglen Residential Aged Care Development

Victorian Health Building Authority | Rutherglen, VIC | $57m

The new dementia-friendly Rutherglen Residential Aged Care Development has replaced the end-of-life Glenview Centre, delivering 50 public residential aged care beds with capacity to expand by a further 10 beds.
The development includes integrated allied health and community services, with facilities for GP, physiotherapy, podiatry and other programs.
Johnstaff provided project management and superintendent services from feasibility design through to practical completion and handover. Our Health Advisory team also partnered with the principal design consultant to support planning and develop new models of care.

Future-focused aged care supporting complex community needs

Rutherglen Residential Aged Care Development, VIC



Places to People reflects a new era in aged care, where services are shaped around individuals, not infrastructure.

As sector reforms shift care access directly to older Australians, we help providers respond with confidence, turning opportunity into sustainable growth.

Through integrated expertise across market analysis, operations and investment planning, we support evidence-based decisions that align strategy, assets and care models to deliver better outcomes for people, communities and providers alike.

St Vincent's Aged Care Residence

St Vincent's Health Australia | Werribee, VIC | $18m

The project involved the development of a new private hospital and a new, collocated 80 bed aged care residence. Both projects provide invaluable health services to cater for the increasing demand in the western suburbs.

Johnstaff was engaged as Project Manager for all phases of the project and Superintendent for the construction contract. Johnstaff worked closely with St Vincent's to develop a bespoke two stage procurement strategy and modified Design and Construct contract to reflect the desired risk profile of St Vincent's Health Australia.

Bespoke procurement strategy optimised risk and project outcomes

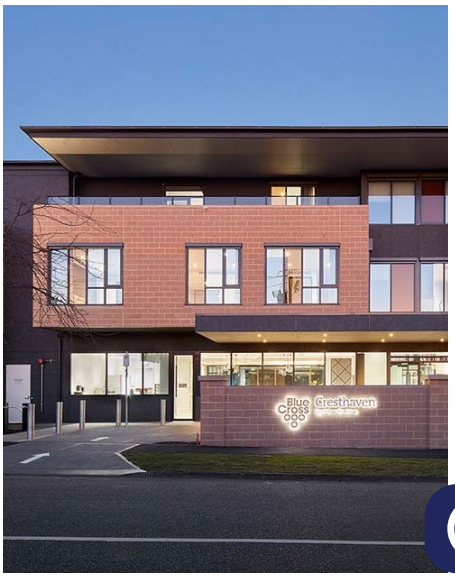
Peninsula Grange Residential Aged Care Facility

Australian Unity | Mornington, VIC

Peninsula Grange Aged Care Facility (No. 2) has 127 beds and associated Wellbeing Centre. The site is located directly across the road from Australian Unity's Peninsula Grange which has a 102 bed RACF and 181 Independent Living Apartments.

Johnstaff was appointed to manage the EOI and Contractor Tendering for the new RACF No.2, including post tender negotiations, normalisation and recommendation to appoint. The Superintendent role was awarded to the Principle Consultant for administering the AS 4300 - 1995 contract as amended by the Principal.

Delivering procurement certainty for 127-bed aged care



Cresthaven, Malvern East

BlueCross Community and Residential Services | Malvern East, VIC | $44m

Johnstaff provided full Project Management services for the redevelopment project, including demolition of existing dwellings and construction of 103 aged care accommodation beds. Johnstaff was responsible for coordination of all Procurement and Design Management, including coordination with Marketing, Sales and Financing needs.

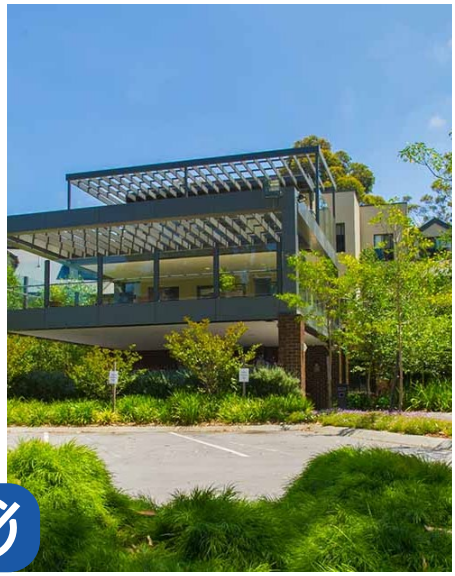
As part of the staging strategy Johnstaff's Construction Services team was engaged for an Early Works package to de-risk the site and provide additional time to finalise the main works design.

Delivered 103-bed aged care redevelopment with certainty

Scotchman's Creek Aged Care Facility

BlueCross Community and Residential Services | Mount Waverley, VIC | $21m

BlueCross appointed Johnstaff as the Project Manager and Superintendent to deliver a new State-of-the-Art 90 Bed Aged Care Facility. Our role encompassed a strategic review of the site, the development of a Master Plan and Feasibility Study and then through the various design and delivery phases to Construction, Commissioning and Handover.



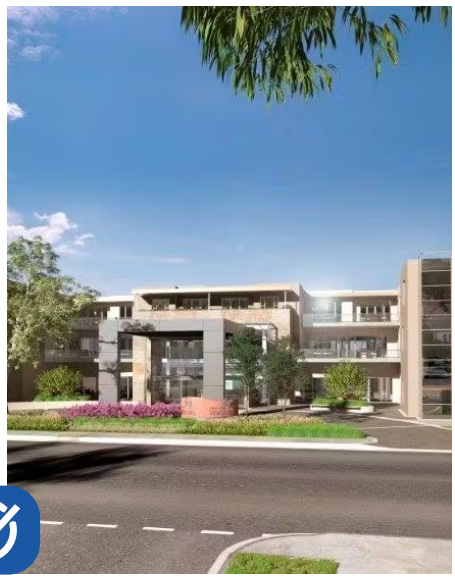
End-to-end leadership delivering 90-bed aged care facility

Waterdale Road Aged Care Facility

BlueCross Community and Residential Services | Ivanhoe, VIC | $56m

Johnstaff was appointed as Project Manager for the tender negotiation and construction phases of the Waterdale Road Aged Care Facility.

The project saw the demolition of the existing aged care facility and construction of a new 178-bed 5-star residential aged care facility. The facility is designed to allow flexibility for further room conversions to residential suites as needed for the surrounding community.

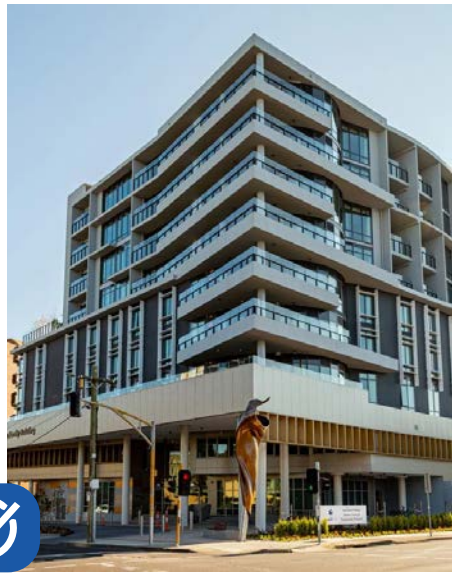


178-bed aged care facility designed for future needs

Hannah & Daryl Cohen Family Building

Jewish Care | Windsor, VIC | $85m

Johnstaff, as Project Manager, led the first stage of the redevelopment of Jewish Care's existing Windsor aged care facility. Stage 1 comprised a new eight level, 156 bed aged care building including healthy living facilities, ground floor retail and community spaces, staff support areas and basement carpark. All rooms were designed for ageing in place, with bonds reflective of location and level of finishes. Our role included the development of a site master plan and a detailed development staging and decanting strategy.



Strategic staging enabled 156-bed aged care redevelopment

Opal Treeby Residential Aged Care Facility

Opal | Treeby, WA

Johnstaff provided project management and superintendent services for the delivery of Opal's 120-bed Treeby aged care facility, including resident amenities, staff facilities, commercial services and a wellness centre. The team also managed the procurement and coordination of all project consultants and specialists.

To maximise value and quality outcomes, Johnstaff led extensive value management and master planning reviews, assessing design, construction and operational efficiencies across the 10,000sqm site. This ensured the project achieved strong commercial outcomes while meeting Opal's operational requirements.

As part of the delivery, Johnstaff coordinated the project's mandatory public art component, integrating artwork into the building design, and successfully managed a post-contract variation to introduce three tensile shade structures without impacting the programme.

Despite significant challenges, including COVID-19 disruptions, project team changes and a key subcontractor insolvency, Johnstaff maintained project momentum and achieved unanimous Development Approval. The facility was completed only one month behind schedule and has since been recognised by Opal as one of its most successful developments for quality, bed yield and value for money.

Unanimous approval secured for 120-bed aged care facility

High-quality outcome delivered with exceptional value

The Falls Estate

Henroth | Frenchs Forest, NSW | $43m

The Falls Estate is a gated community of premium, 41 two-and three-bedrooms Independent Living Units (ILU's) with associated underground parking and communal facilities on a 3.4 hectares site located in Frenchs Forest. The scope includes extensive civil reconfiguration works and construction of nine detached Class 2 buildings that are tiered to align with the topography.

Each of the retirement residences is ultra private, spacious, most with a northerly aspect and all with luxury fittings and finishes and sitting within landscaped grounds. Communal facilities include a swimming pool, gym and games area.

Johnstaff was engaged to manage procurement and act as Superintendent, but a gap between initial estimates and market pricing required extensive value engineering and redesign with the consultant team and contractors, including a planning modification. A separate civil early works contractor was procured to maintain progress, and the main works adopted a hybrid delivery model with a Guaranteed Maximum Price.

This approach enabled Johnstaff to appoint a high-quality contractor, maintain programme and design intent, and bring costs to an acceptable level.

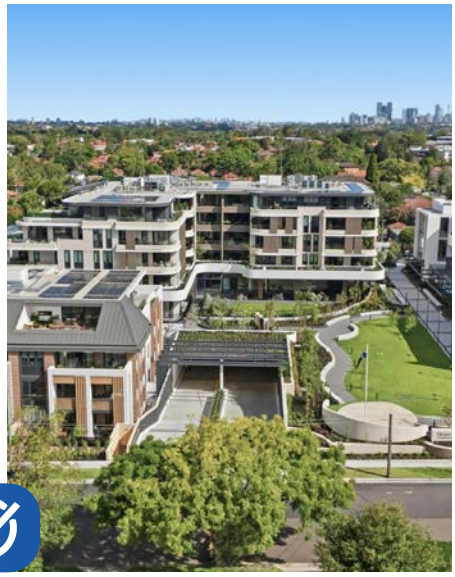
Delivered cost savings through value engineering

Preserved design intent through extensive value engineering

Maintained programme certainty by initiating early works in parallel

Heart of Willoughby

Hyecorp | Willoughby, NSW | $300m



Heart of Willoughby is a luxury retirement living precinct comprising 126 apartments, dining, function and community spaces designed to foster connection, wellbeing and an enhanced lifestyle experience. Johnstaff provided Project Director services, leading the development of construction staging strategies and supporting project planning activities throughout the pre-delivery phase. The project required a carefully considered approach to maintain operation of the existing club while enabling future redevelopment of the site. Our team managed budgets, consultant engagement, specialist scopes, tender evaluations and feasibility investigations, helping establish a clear and achievable pathway for delivery.

126 retirement living apartments supporting community connection

Bulli Hospital and Aged Care Centre

Health Infrastructure | Bulli, NSW | $54m

Johnstaff was engaged as Project Manager for the planning and delivery of a new integrated health and aged care facility on the existing Bulli Hospital campus. The development includes a multi-storey health care centre, 60 public aged care beds, 60 private residential aged care suites and an urgent care centre. The centre also comprises a range of clinical support services including outpatient and allied health services. The project is being delivered in partnership by Health Infrastructure (NSW Government) and IRT Group, one of Australia's largest community-owned seniors' lifestyle and care providers.

120 aged care beds within integrated health precinct

Sienna Grange Residential Aged Care Facility (RACF)

Australian Unity | Port Macquarie, NSW| $18m

To expand the range of services for aging in place at the Sienna Grange Retirement Village by developing a new Residential Aged Care Facility, supplementing the independent living units on site. Johnstaff was engaged to provide Project Management and Contract Superintendent services for the project, commencing at the Contract Documentation phase, followed by tendering and administration of the Design and Construct Contract. Development of the site required the strategic management of approvals from a number of local stakeholder Authorities. Johnstaff coordinated all of the various inputs and consult work to obtain all of the necessary approvals.

Expanding ageing-in-place services through aged care delivery

Blue Care Community Care Centres

Blue Care | Multiple locations, QLD | $15m

Johnstaff led the delivery of four new community care centres in South East Queensland. The new facilities at Coomera, Gatton and Goondiwindi were developed on greenfield sites, whilst the Toowoomba development comprised a combination of a new build and refurbishment. Each facility caters for 20-30 persons visiting daily to receive respite care, independence training and allied health services. These services are intended to support Blue Care's strategy of ensuring the elderly can remain in their own homes longer, and complement their existing residential aged care facilities.

Delivering four community care centres across Queensland

JOHNSTAFF

Adelaide Tarndanya | Auckland Tāmaki Makaurau | Brisbane Meanjin | Christchurch Ōtautahi | Hobart Nipaluna | Melbourne Naarm | Perth Boorlo | Sydney Gadigal | Wellington Te Whanganui -a-tara

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