

JOHNSTAFF

Arts, Culture, and Sports

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

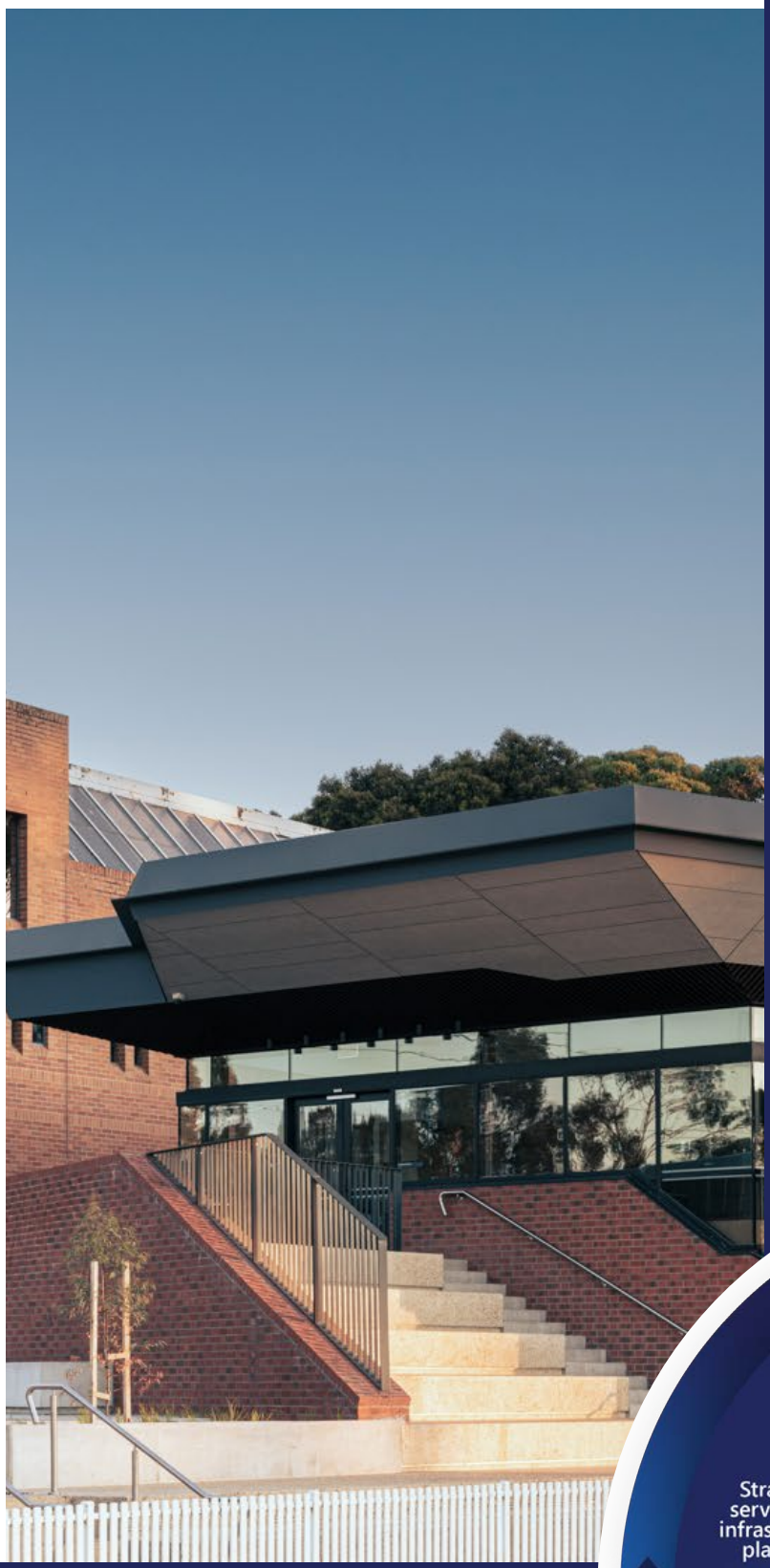
32b+
projects underway

$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.



Haileybury Keysborough Sports Pavilion, 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



State Sport Centres, Parkville, VIC

Where communities gather, compete, create and connect

From Olympic-standard sporting facilities and community recreation hubs to convention centres, museums and cultural destinations, Johnstaff helps bring the places people love to life.

Across Australia and New Zealand, we've partnered with clients to plan, advise on and deliver sporting, arts and cultural infrastructure that creates lasting social, economic and community value. Our experience spans the full project lifecycle, from strategic planning and business case development through to procurement, delivery and operational readiness.

Every project begins the same way: by listening. We take the time to understand our clients' ambitions, challenges and measures of success before bringing together specialist expertise from across our advisory and project management teams. The result is a tailored, practical approach that delivers the right solution, not a predetermined one.

Whether we're helping shape a landmark cultural institution or delivering facilities that inspire participation, performance and community connection, our focus remains the same: achieving outstanding outcomes for the people who will use these spaces for generations to come.

$4bn+
arts, culture & sports project experience

20+
landmark projects & programs delivered

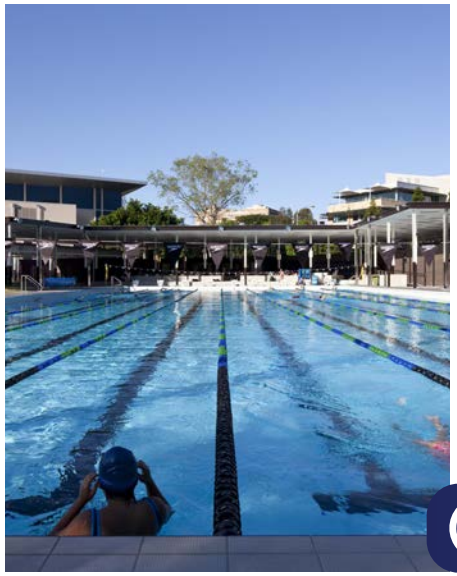


WIN Stadium

Infrastructure NSW | Wollongong, NSW

Johnstaff is providing project management services for the redevelopment of the WIN Sports & Entertainment Precinct in Wollongong on behalf of Infrastructure NSW and Venues NSW. The project will transform the ageing stadium and entertainment centre into a world-class sport, entertainment and community destination, supporting tourism, economic growth and year-round activation across the Illawarra. Johnstaff is leading planning, approvals, procurement and delivery coordination for the proposed redevelopment, including venue upgrades, public domain improvements, foreshore activation and supporting infrastructure works.

Transforming Wollongong into a premier events destination



Aquatic Centre

University of Queensland | St Lucia, QLD | $6.5m

Johnstaff worked with the University of Queensland on the redevelopment of the Aquatic Centre at the St Lucia campus. The project provided an additional 25m pool and a training area to accommodate future expansion. The facility also delivered new offices, retail space, amenities, change rooms, a first aid centre and a cafe. Our team worked closely with the University to develop a detailed design brief as well as during the development of tender documentation, allowing the early engagement of a principal contractor. The project had a focus on sustainability initiatives, which will result in through-life savings for the University.

Expanded aquatic facilities supporting future growth and sustainability



Sports Hub and Synthetic Fields

University of QLD | St Lucia, QLD | $25m

Johnstaff was engaged for Superintendent services for the redevelopment of two synthetic ovals with FIFA and FIH accreditation (soccer and hockey field) and the development of Sporting Hub facilities. Our team also provided procurement and project management support services. The scope involved the construction of two reinforced concrete structures, each with an international standard synthetic sports field on the upper level and additional car parking on the lower level. The adjacent Building 33 was transformed from offices into a sporting hub for players and spectators.

World-class sporting facilities enhancing participation

State Sports Centres

Development Victoria | Parkville, VIC | $64.6m

Johnstaff provided Project Management, Superintendent, and Stakeholder coordination services to Development Victoria for the State Sports Centres redevelopment. The upgraded facility caters for international elite athletes and local competition, while providing a high-performance centre for athlete development. The facility includes new indoor aquatic facilities, major sport programs, sector education programs, and sports administration. The redevelopment provided 6 new indoor netball/basketball courts, a new indoor hockey pitch, a new synthetic turf hockey pitch, a high-performance strength and conditioning gym, and refurbishment of existing corporate areas.

World-class sports facilities supporting elite and the community



Greensborough outdoor sporting facility

Greensborough Secondary College | Greensborough, VIC | $22m

The outdoor sporting facility project at Greensborough College was funded by the North East Link Project (NELP) which required an area to develop a new sporting precinct for displaced local AFL, Cricket and Soccer clubs. NELP identified Greensborough Secondary College as the suitable location for AFL standard oval with competition grade lighting designed to 200lux, Cricket Australia compliant oval, FIFA certified synthetic football (soccer) pitch, and Pavilion. Johnstaff was engaged to provide Project Management services throughout design and implementation, commencing at schematic design. During construction our role then included Contract Administration and Superintendent services.

New sporting precinct delivering lasting community and school benefits

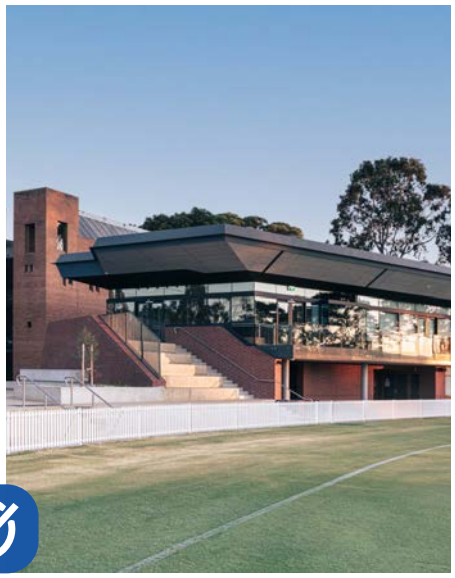


Haileybury Keysborough Sports Pavilion

Haileyborough | Keysborough, VIC | $17m

Johnstaff was engaged to assist with the reinvigoration of the existing Bradshaw Chapel with the addition of a dedicated music annexe, enhancing the Chapel as one of the school's most prominent, and functional buildings. An adjacent new Langford Pavilion acts as a further educational, functional and spectator offering, allowing for the showcasing of school sporting events on the Rendall Oval. Johnstaff provided Project Management services for all phases of the redevelopment. Our initial services included assessing the Architect's design proposals, which were submitted via a design competition process.

Enhanced learning, performance & community opportunities





Deakin Sports Science Building

Deakin University | Burwood, VIC | $30m

Johnstaff led the delivery of a world-class specialised indoor exercise and sport science teaching building on Deakin University's Burwood campus. The new facility features a Strength and Conditioning department including Olympic standard lifting platforms, three 45m indoor running lanes, a heat/altitude facility, force plate areas for jumping and kicking training, two FIBA standard indoor courts and advanced AV including motion capture. Johnstaff was appointed as Project Manager and Superintendent.

World-class sports science facility advancing athlete performance



Indoor Sports Facilities

La Trobe University | Melbourne, VIC

Johnstaff was engaged to provide Project Management and Construction Services for the upgrade works for the Indoor Sports Centre. The scope of service included a design review of documentation completed before Johnstaff's engagement, management of the consultant team, procurement of trades and management of all associated on-site activities and OH&S throughout the works. Johnstaff was required to maintain the safe operation of the Indoor Sports Centre throughout the project

Improved sporting infrastructure delivered with minimal disruption



Perth Convention and Exhibition Centre

Government of Western Australia | Perth,WA | $225m

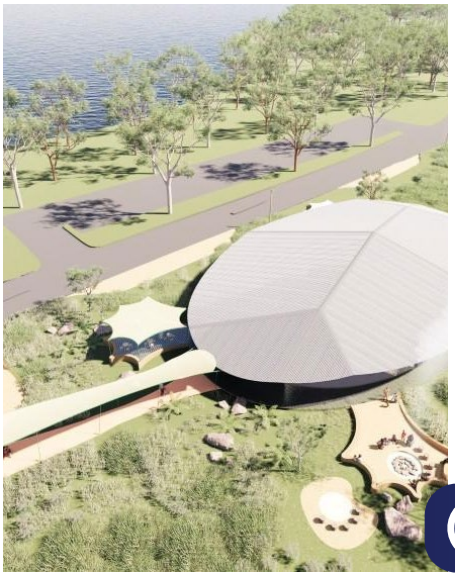
Johnstaff, through its subsidiary, was appointed as the Independent Certifier for the project by the State Government and the Multiplex Consortium. This role included the review of design documentation, monitoring of the construction progress, certifying that the completion criteria were achieved, and issuing determinations on disputed matters.

The project delivered 16,000sqm of exhibition space, including a 2,500 seat auditorium, six exhibition halls, an 11,000sqm, six-level office building, 138 serviced apartments and a 1,500 bay underground carpark.

World-class events destination enhancing economic and visitor growth



Adelaide Concert Hall, SA

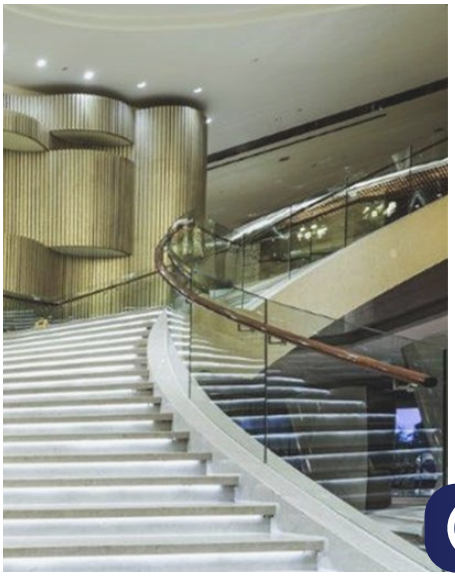


Aboriginal Cultural Centre

Department of Finance | Perth, WA | $550m

The Western Australian and Commonwealth Governments have committed to a new Aboriginal Cultural Centre (ACC) in Perth, representing Aboriginal culture and heritage. Johnstaff was engaged as a specialist strategic advisor to support the joint Finance / Local Government, Sport and Cultural Industries project team in the development of the ACC business case, from an early draft stage to a final version for formal submission to Government. Our team responded to the challenge of articulating a compelling case for investment in a unique cultural asset, with no directly comparable facility or institution operating anywhere in the world, and with a vision and objectives difficult to quantify using conventional business case analysis.

Supporting a globally unique Aboriginal cultural landmark



Adelaide Concert Hall

South Australia Department Premier and Cabinet | Adelaide, SA | $200m

Johnstaff worked within a multidisciplinary team of Architects and Cultural Specialists to articulate the need for a new South Australian acoustic music venue, develop a list of options that address this need, and assess these options against a multi-criteria analysis framework. We led Investment Logic Mapping (ILM), providing foundations for the scoping study. Through ILM, the problems and opportunities, the business need, and benefits to be realised were defined. Johnstaff led the related stakeholder mapping and engagement. This consultation process was extensive and contextualised the scoping study within the broader priorities of government and the arts and culture sector.

Supporting arts, culture and live music sector growth



Museum of Applied Arts & Sciences

NSW Museum of Applied Art & Science | Parramatta, NSW | $1.2b

Johnstaff was engaged to develop a comprehensive Final Business Case in line with NSW Government guidance for the New Museum of Applied Arts and Sciences. Johnstaff was responsible for managing all business case workstreams, including demand analysis, financial and economic modelling and appraisal, risk assessment, concept design and related studies, cost estimation, programming and procurement options analysis. Our scope was expanded to include an Investment Case exploring potential uses of the existing Powerhouse Museum site, focusing on translating the Government's direction to retain a "Powerhouse presence at the current site in Ultimo".

Supporting innovation, culture and lifelong learning opportunities

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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