JOHNSTAFF

Justice
Sector Portfolio

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

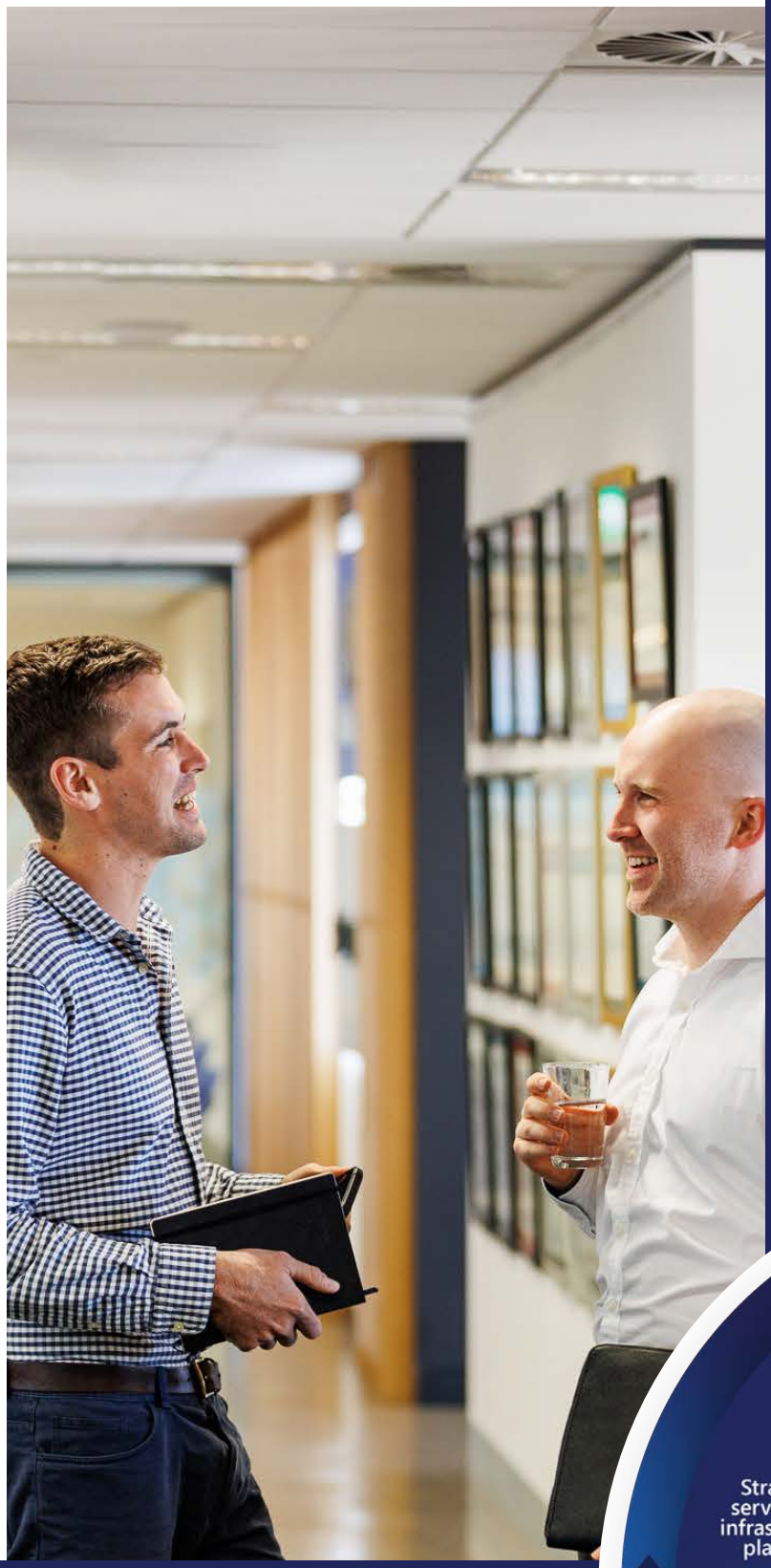
32b+ projects underway

$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.

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 / Intel;
- 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; and
- Project Recovery Strategy and Contractor Claims Analysis.

Our values

- Professional
- Collaborative
- Accountable
- Genuine
- Unpretentious

Our justice expertise

Johnstaff has significant expertise in the Justice sector, with a proven track record of delivering over $1 billion in capital works across metropolitan and regional Australia. We work closely with government and private clients to shape infrastructure that supports the evolving needs of secure environments, including:

- High, medium, and low-security correctional facilities
- Youth justice centres
- Police and custodial facilities
- Multi-jurisdictional and specialist court facilities

From business case development and stakeholder engagement to procurement, design, construction management, and operational commissioning, our capability spans the entire project lifecycle. We support the long-term success of facilities through outsourced maintenance and post-occupancy services.

As the justice landscape shifts to meet increasing complexity, Johnstaff remains at the forefront - delivering contemporary, resilient, and purpose-built facilities. Our team is well-versed in the nuances of secure environments, from integrating advanced security technologies to enabling rehabilitation and ensuring the separation of flows through passive and active design strategies.

Whether it's the sensitive refurbishment of a live facility or the delivery of major new infrastructure under traditional or PPP models, we deliver with precision.

Our reputation is built on consistently providing value for money, managing risk with confidence, and upholding secure operations - every step of the way.

Image: Heidelberg Magistrates Court

Parklea Correctional Centre Expansion, Department of Justice NSW | $200m, Parklea, NSW

Johnstaff provided Project Management services for all phases of the delivery of an expansion of the Parklea Correctional Centre. The project increased the capacity of the existing centre by adding 150 minimum and 500 maximum security beds. The expansion was part of NSW's Prison Bed Capacity Program with the objective of providing additional prison beds across NSW to manage the prisoner population and to reduce safety risks for prisoners and staff at each of the correctional facilities. The facility was built in a complex environment, within and around the operating Parklea Correctional Centre.

Enhance Support Unit Youth Justice Strategic Business Case, Youth Justice NSW | $25m, Sydney, NSW

Johnstaff's advisory team was engaged by Youth Justice NSW to develop an Infrastructure NSW compliant Strategic Business Case (SBC) to outline the case for capital investment in enhanced support for high-risk custodial youth.

Leading a multi-disciplinary consultant team, Johnstaff delivered a robust SBC which assessed a range of options for implementation of interventions related to high-risk youth in custody. The SBC recommended investment in purpose-built Enhanced Support Units to separate high-risk individuals with complex needs from the general population and enable specialised care.

Eastern Goldfields Regional Prison, Department of Treasury | $232m, WA

The Eastern Goldfields Regional Prison (EGRP) is a new 350 bed multi-security level and mixed gender prison built adjacent to an existing prison site in Boulder in regional WA and delivered through a PPP delivery model. Johnstaff was appointed by the WA State Government as Project Manager to support the State's EGRP Project Team. Johnstaff worked within the State's office and alongside the State's Representative during the delivery phase to ensure alignment of the works with the project objectives and applicable Government guidelines and to keep the State fully informed of all project issues.

Hopkins Correctional Centre Expansion, Ageis | $551m, Ballarat, VIC

The Hopkins Correctional Centre Expansion Project delivered facilities for an additional 358 prisoners and was constructed around the existing operational prison in Ararat, in regional Victoria. Johnstaff was engaged by the PPP financiers following the collapse of the previous builder to form part of the project reimplementation team. Johnstaff led the new procurement strategy which included an early contractor involvement phase while previous works were audited and subcontractor settlements finalised. Our team provided Project Management and Superintendent services.

Parklea Correctional Centre Expansion, NSW

Heidelberg Magistrates' Court Redevelopment, Court Services Victoria | $5.4m, Heidelberg, VIC

Following a significant flooding event Johnstaff was appointed as both Project Manager and Construction Manager to complete the rectification and refurbishment of the Heidelberg Magistrates' Court. Due to the significant pressure on the remaining State Magistrates' Court system, an accelerated briefing, design and construction process was adopted which included Johnstaff engaging all design consultants and trade contractors directly to enable an immediate start to works on site.

Family Violence Initiatives and Safe and Secure Courts Asset Upgrade Project, Court Services Victoria | $25m, VIC

Johnstaff was engaged as Program, Project and Construction Manager to complete an audit of 40 courts throughout Victoria and to develop a program and priority of works in order to accommodate additional court staff, provide safe waiting areas and address recommendations emanating out of the Royal Commission into Family Violence. Our team subsequently project managed upgrade works across 27 sites as well as construction management services for a series of urgent upgrade works at a further 7 sites. All upgrade works were staged to avoid disrupting ongoing court services.

Prison Asset Data Collection, Department of Justice and Community Safety | VIC

Johnstaff provided Advisory and Project Management services to identify and record over 400,000 assets across 12 Victorian public prisons. This project required engagement of an extensive sub-consultant team. Johnstaff provided the Department of Justice & Regulation with a single point of contact and ensured that the deliverables were consistent, accurate and vetted prior to any release. Through our previous prison and site audit experience, the Johnstaff team provided a number of recommendations on additional asset data to be collected in order to increase the benefits of the project.

Asset Maintenance Delivery, Department of Justice and Community Safety | VIC

Johnstaff led the development of a central outsourced asset maintenance procurement model for all of Victoria's public prisons and a number of ancillary buildings. Providing Advisory services, our team engaged a multi-disciplinary group of specialists to provide the necessary technical, legal and financial services. Johnstaff provided recommendations on the contract model, performance regime and risk profile. In addition our team provided business case advisory services in order to justify the need for change and additional funding.

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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