JOHNSTAFF



Justice

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

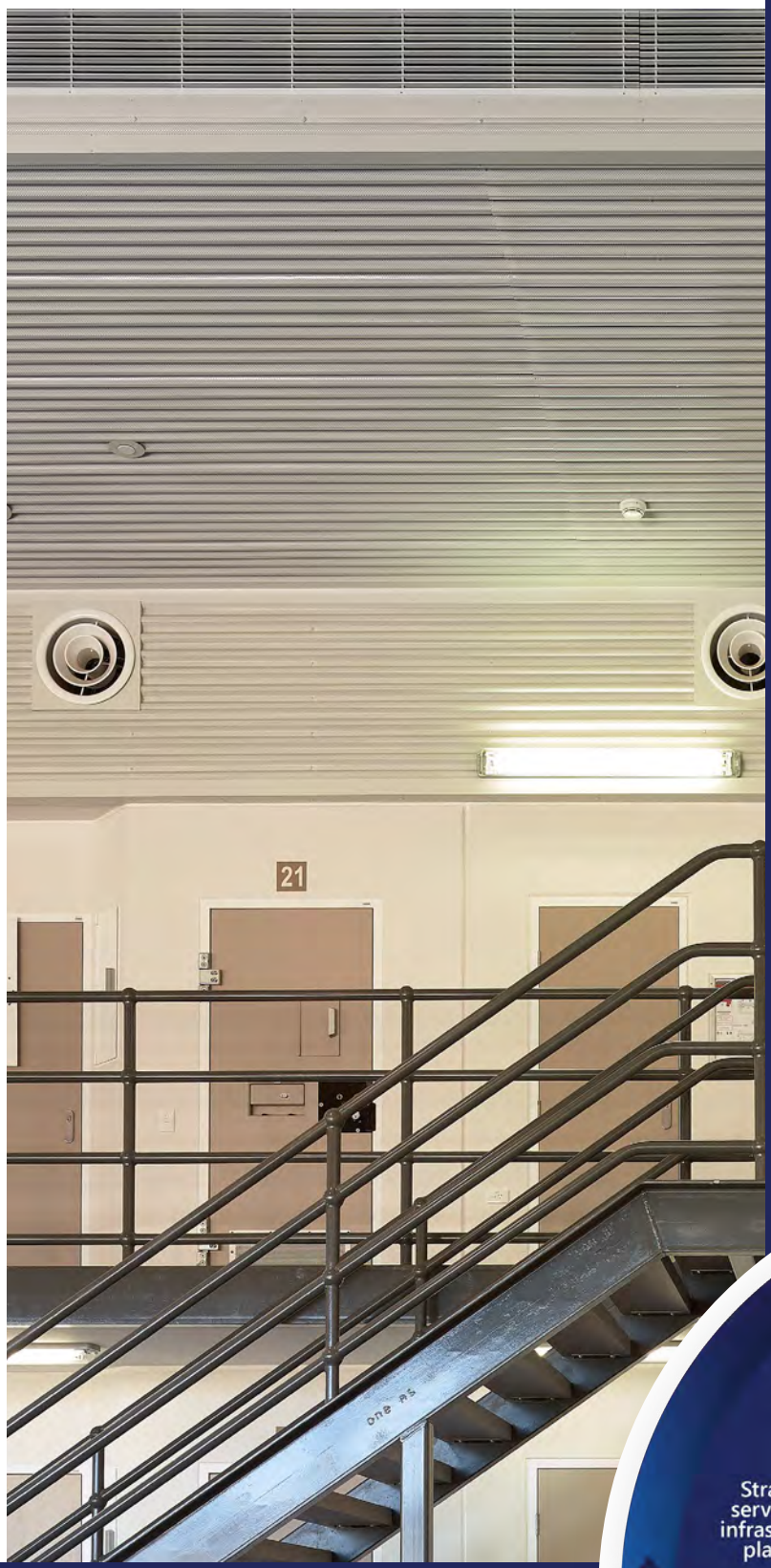
32b+
projects underway

$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.



Hopkins Correctional Centre, 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



Heidelberg Magistrates' Court Redevelopment, VIC

Delivering the infrastructure that underpins safer communities.

From correctional facilities and youth justice centres to courts, custodial facilities and complex justice programs, Johnstaff partners with government and private clients to deliver infrastructure that supports secure operations and positive community outcomes.

With more than $1 billion in justice sector capital works delivered across metropolitan and regional Australia, our team brings deep expertise in planning, advising on and delivering highly complex environments. We understand the unique demands of secure facilities, balancing operational requirements, stakeholder needs and long-term asset performance to achieve successful outcomes.

Our experience spans the entire asset lifecycle, from business cases, stakeholder engagement and procurement through to design, construction, commissioning and operational readiness. Whether delivering major correctional infrastructure, modern court facilities or critical upgrades within live environments, we provide the certainty, expertise and leadership needed to deliver with confidence.

$1b+

Justice sector capital works delivered

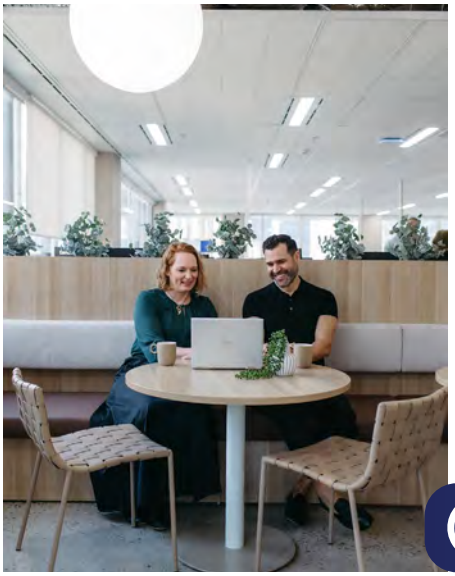


Parklea Correctional Centre Expansion

Department of Justice NSW | Parklea, NSW | $200m

The $200m Parklea Correctional Centre Expansion delivered 650 new minimum and maximum-security beds within the existing operational facility. Johnstaff provided Project Management services across design, delivery and commissioning, carefully planning works and coordinating stakeholders to maintain security, safety and ongoing operations throughout construction

650 new beds delivered without operational disruption



Enhance Support Unit Youth Justice Strategic Business Case

Youth Justice NSW | Sydney, NSW | $25m

Youth Justice NSW sought a new approach to supporting high-risk young people with complex needs in custody. Johnstaff led the development of an Infrastructure NSW-compliant Strategic Business Case, using investment logic mapping, best-practice research and options analysis to establish the case for purpose-built Enhanced Support Units and specialised care.

Established the case for $25m ESU investment



Eastern Goldfields Regional Prison

Department of Treasury | Kalgoorlie, WA | $200m

The Eastern Goldfields Regional Prison delivered a new 350-bed, multi-security and mixed-gender prison to provide more contemporary facilities and enable offenders to remain closer to their regional communities. Johnstaff provided Project Management services supporting the State's project team and State Representative through delivery of the complex DBFM PPP, helping maintain alignment with project objectives, government requirements and contractual obligations while the existing facility remained operational.

New prison delivered while maintaining existing operations

Hopkins Correctional Centre Expansion

Aegis | Ararat, VIC | $551m

The $551m Hopkins Correctional Centre Expansion delivered facilities for an additional 358 prisoners, together with extensive upgrades to existing infrastructure, within and around a live operational prison. Delivered under a PPP, the project faced significant delivery challenges following the liquidation of the original head contractor.

Johnstaff was engaged by the project financiers, led by CBA, to form part of the project reimplementation team. Working with the Project Administrators, Johnstaff developed procurement strategies to minimise delays to recommencement and provided Project Management and Superintendent services through completion and handover.

Johnstaff introduced an early contractor involvement approach, enabling existing works to be audited while subcontractor settlements and new procurement progressed. The team also provided design, buildability and quality assurance advice to address non-compliant works and navigate the rigorous technical completion requirements of the PPP Project Agreement. This bespoke recovery approach helped re-establish delivery while maintaining secure operations within the existing correctional facility.





Complex PPP project successfully recovered and completed

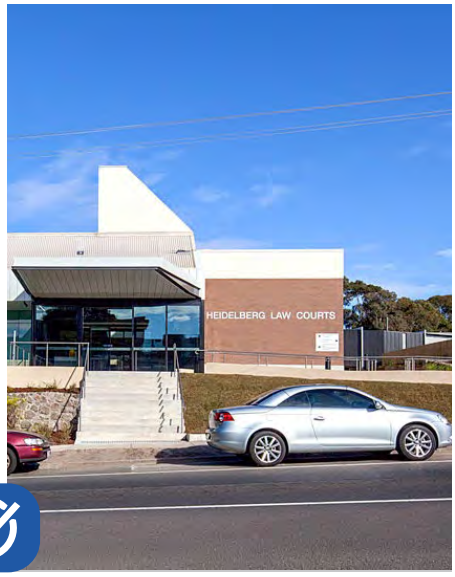
358 additional prisoner places delivered

Works delivered within a live operational prison

Heidelberg Magistrates' Court Redevelopment

Court Services Victoria | Heidelberg, VIC | $6.4m

Following significant flooding, the Heidelberg Magistrates' Court required urgent reinstatement and refurbishment to return the facility to operation. Johnstaff provided Project and Construction Management services, adopting an accelerated delivery approach and directly engaging consultants and trade contractors to enable works to commence immediately while incorporating operational improvements and family violence initiatives.



Court urgently reinstated and returned to operation



Family Violence Initiatives and Safe and Secure Courts Asset Upgrade Project

Court Services Victoria | VIC | $25m

Johnstaff provided Program, Project and Construction Management services for a statewide program addressing safety, security and family violence requirements across Victorian courts. Following audits and prioritisation of works, Johnstaff managed upgrades across multiple sites, carefully staging delivery to maintain ongoing court operations while improving facilities for staff and court users.

Safer court environments delivered without disrupting services



Prison Asset Data Collection

Department of Justice and Community Safety | VIC

Johnstaff led the collection and verification of asset data across 12 Victorian public prisons, assessing more than 400,000 assets. Providing Project Management services, Johnstaff coordinated more than 30 specialist resources across secure facilities and delivered consistent, verified asset data to support future facility management procurement and strategic asset investment decisions.

400,000+ assets assessed across 12 public prisons



Asset Maintenance Delivery

Department of Justice and Community Safety | VIC

Johnstaff led development of a central outsourced asset maintenance procurement model for Victoria's public prisons and ancillary facilities. Providing Advisory services and coordinating technical, legal and financial specialists, Johnstaff developed recommendations covering the contract model, performance regime and risk allocation, supported by business case advice to establish the case for change and additional investment.

Established a statewide outsourced asset maintenance model

JOHNSTAFF

Adelaide
Tarndanya

Auckland
Tāmaki
Makaurau

Brisbane
Meanjin

Christchurch
Ōtautahi

Hobart
Nipaluna

Melbourne
Naarm

Perth
Boorlo

Sydney
Gadigal

Wellington
Te Whanganui
-a-tara

johnstaff.com.au | info@johnstaff.com.au | info@johnstaff.co.nz