

JOHNSTAFF

Energy Transformation

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

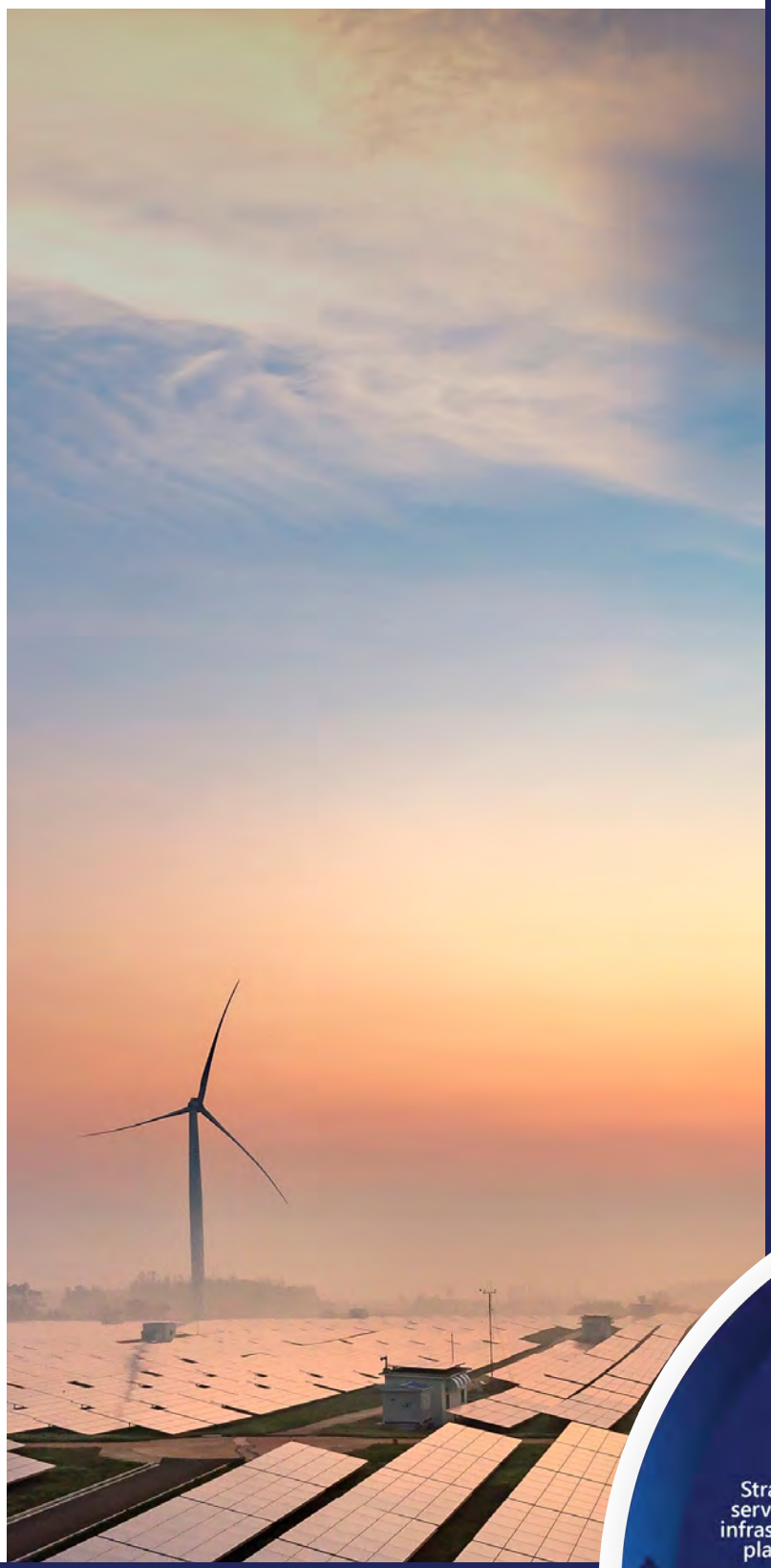
32b+
projects underway

$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.

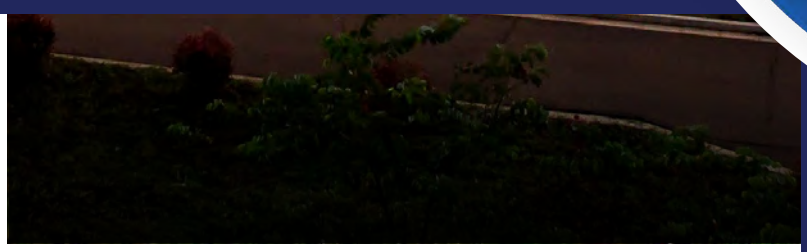
As a privately owned, employee-operated organisation across Australia and New Zealand, our team brings over three decades of experience in strategising, planning and delivering infrastructure investments.

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.



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



Powering the transition to a more sustainable future

Johnstaff partners with government and private sector clients to plan, develop and deliver the infrastructure supporting Australia and New Zealand's energy transformation.

Our experience combines strategic advisory and hands-on project delivery across renewable energy, clean fuels, energy efficiency, critical utilities and enabling infrastructure. From business cases, economic analysis and investment planning through to procurement, project management, commissioning and operational readiness, we help clients navigate complex infrastructure investments and turn energy ambitions into deliverable projects.

We understand that energy transformation projects sit at the intersection of infrastructure, industry, government policy, commercial investment and community outcomes. Our integrated Advisory and Project Management teams bring the governance, commercial, technical and delivery capability required to manage these interfaces and provide certainty across the project lifecycle.

Our experience includes major energy transition and decarbonisation initiatives, clean hydrogen infrastructure, energy efficiency programs and critical energy infrastructure supporting operational facilities. We combine this sector knowledge with more than three decades of experience planning and delivering complex infrastructure across Australia and New Zealand.

From strategy to delivery, we help turn energy transformation ambitions into infrastructure outcomes.



Energy Efficiency in Social Housing Program (EESHP)

Homes Victoria, Department of Families, Fairness and Housing | VIC, $158m

The Energy Efficiency in Social Housing Program (EESHP) aims to improve the energy efficiency of 35,000 social housing properties across Victoria, delivering benefits for low-income and vulnerable renters while reducing energy use and greenhouse gas emissions.

The program delivers energy efficiency upgrades through the replacement of inefficient systems and installation of more efficient products. In late 2023, the program was expanded from $112 million to $158 million following an additional $46 million funding commitment from the Commonwealth Government.

Johnstaff was engaged by Homes Victoria to undertake a detailed evaluation of the EESHP, assessing its performance against the program objectives and performance measures established between Homes Victoria and the Department of Energy, Environment and Climate Action (DEECA).

Our evaluation brought together quantitative program and energy performance data with direct feedback from social housing renters and key stakeholders. This provided a comprehensive evidence base to assess the effectiveness of the program, demonstrate transparency and accountability for program investment, and capture lessons to support future delivery.

Following our successful tender submission, Johnstaff developed a detailed Project Management Plan setting out the activities, responsibilities and timing required to deliver the evaluation.

Working closely with Homes Victoria, we managed the evaluation process and monitored critical activities and approvals to ensure data collection and analysis remained on track.

Our evaluation incorporated energy modelling, energy efficiency upgrade quality assurance audit results, installation data and existing program reporting. To complement this quantitative information, Johnstaff designed a confidential telephone survey to capture renters' direct experiences of the program.

The survey was delivered through a multi-stage process, with the first phase successfully completed on time and achieving a higher participation rate than anticipated. This provided extensive renter feedback directly aligned with the performance measures established between Homes Victoria and DEECA and added important qualitative evidence to the existing program data.

Johnstaff analysed the combined program data and renter feedback to determine the effectiveness of the EESHP in achieving its objectives. Selected interviews and case studies were also used to provide greater insight into individual renter experiences and demonstrate the practical impact of energy efficiency upgrades within social housing.

Our analysis provided Homes Victoria with clear evidence of program performance, supported transparency and accountability for program funding, and identified lessons to inform ongoing delivery. Initial findings and performance analysis were positively received by Homes Victoria, with final evaluation reporting and presentation of outcomes delivered on time.

Evaluated energy efficiency outcomes across 35,000 social homes

Captured renter insights through strong survey participation rates

Christchurch Hospital Renewable Energy Transformation

Ministry of Health | Christchurch, NZ

Transitioned critical hospital infrastructure from coal to biomass

Maintained energy resilience through complex delivery challenges



Integral to the Christchurch Hospital Redevelopment Program, the Energy Centre Project replaces the Hospital's seismically damaged coal-fired boilers with a resilient, lower-carbon energy solution designed to support critical hospital operations.

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

Johnstaff was initially engaged to lead concept design and options analysis supporting the Indicative Business Case. Following approval of the preferred solution, our role expanded to develop and implement the design and delivery strategy across four interconnected workstreams: temporary services infrastructure; seismic strengthening and services upgrades to the existing tunnel; design, construction and commissioning of the new Energy Centre; and decommissioning and demolition of the existing boiler house.

Johnstaff developed a two-stage procurement strategy, engaging the boiler supplier under a FIDIC Plant & Design-Build contract to lead the specialist plant design, while the principal's design team documented the IL4 shell and core boiler house. This approach enabled the integrated solution to meet the rigorous performance requirements associated with critical hospital infrastructure.



We provided design management services across the integrated design and procured the shell and core contractor under an NZS 3910 contract, helping the principal maintain control throughout design and delivery.

Johnstaff also led an integrated BIM management approach using Revizto to coordinate design teams across Austria and New Zealand. When the boiler supplier entered involuntary administration following COVID-19, our team managed the resulting delivery risks and supported continuity of the project while mitigating potential impacts on hospital operations.





Oakajee Strategic Industrial Area (SIA) Activation

The Department of Jobs, Tourism, Science & Innovation | Oakajee, WA | $100m

Located 440km north of Perth, the Oakajee Strategic Industrial Area (SIA) is strategically positioned to become a major clean energy and green industrial hub, supporting the production and export of clean hydrogen and downstream products.

The State Government's vision is to activate Oakajee as a thriving, multi-proponent precinct, attracting investment in renewable energy, hydrogen and green industries while delivering significant economic benefits for the Mid West, Western Australia and the nation.

Johnstaff was engaged by JTSI to develop the business case supporting investment in the critical enabling infrastructure and demand generation initiatives required to unlock Oakajee's clean energy potential and stimulate private sector investment.

Our role expanded to include preparation of the State's submission to the Commonwealth Government's Clean Hydrogen Industrial Hubs Program (CHIHP), followed by development of the Mid West Clean Hydrogen Hub business case.

Johnstaff undertook detailed economic analysis and modelling to demonstrate Oakajee's domestic and export potential, underpinned by renewable energy and clean hydrogen production. This included assessing opportunities to support downstream green industries and unlock the Mid West's significant iron ore resources through access to renewable energy and hydrogen.

Our team worked closely with government, industry and other stakeholders to align investment priorities, secure industry participation and support JTSI in facilitating development of the emerging hydrogen industry. A comprehensive Economic Appraisal demonstrated the potential benefits of timely investment in the infrastructure required to enable Oakajee's development.

Following completion of the business case, Johnstaff continued to support JTSI as Oakajee SIA Activation Program Director, coordinating the multiple interconnected activities required to progress the precinct.

The program continues to build momentum, with land allocated to six industry proponents, road access progressing and targeted studies underway involving international partners. Johnstaff's work has helped establish the strategic and investment foundations for Oakajee's transformation into a major renewable energy, hydrogen and green industrial hub.

- **Unlocked investment pathways for clean hydrogen development**
- **Accelerated activation of a major green energy hub**
- **Demonstrated significant economic benefits of timely investment**

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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