



ACHIEVING DELIVERY CERTAINTY AND BEST VALUE THROUGH COLLABORATION

## Cross River Rail (TSD, RIS, ETCS, PIC)

Cross River Rail is a new 10.2km heavy rail line through central Brisbane that includes a new 5.9km twin tunnel under the Brisbane River and CBD, four new underground stations, and a new above-ground station. It also includes brownfield upgrades and a new train control system.

### The Challenge

Delivery of a 10.2km heavy rail line through central Brisbane including a 5.9km twin tunnel under the Brisbane River and CBD, brownfield upgrades to the existing rail network, and implementation of a new train control system.

The complex arrangement of green and brownfield project components was expected to be delivered under varying contract arrangements, with multiple levels of government and non-government stakeholders. Delivering this was proving to be testing for the newly established Cross River Rail Delivery Authority (CRRDA) without the vision, knowledge and experience that comes with a corporate history of procuring large complex infrastructure.

The project packages delivered by CRRDA included:

- Tunnel, Stations and Development (TSD)
- Rail, Integration and Systems (RIS)
- European Train Control System (ETCS)
- Project Independent Certifier (PIC)

### Key Achievements



#### Targeted Procurement Processes

**Challenge:**

A complex arrangement of green and brownfield project components to be delivered under varying contract arrangements by a newly established government agency

**Solution:**

Delta:

- targeted and delivered improvements to the project objectives, evaluation criteria, proposal returnable schedules, and interactive tender process; and
- implemented lessons learnt from national project experiences to enhance the design review process, management of interfaces, payment abatement regimes, and the independent certifier and ISA procurement approach.

#### KEY SERVICES DELIVERED



### Delta's Approach

Invited by senior CRRDA project executives, Delta personnel seamlessly integrated into the project team to provide informed strategic procurement advice and support.

Our collaborative approach to procurement and previous experience brought valuable knowledge and skills to the broader CRRDA team. This included governance, transaction management, and commercial aspects of the project.

Delta provided transaction management, commercial advisory, and delivery phase advisory services on TSD, RIS, ETCS, and PIC packages and was instrumental in enhancing the overall efficiency and success of the project.

Key Elements

**\$5.4 B**  
Total contract value

**QUEENSLAND**  
Brisbane

**2017-2020**  
4 Years

**VARIOUS**  
PPP, Alliance and D&C



#### Robust Solution Development

**Challenge:**

Engaging with multiple levels of government and non-government stakeholders

**Solution:**

Our team:

- collaborated with the internal and external stakeholders including legal, financial, and technical advisors to significantly improve the robustness and suitability of the RFP documentation prior to release to market; and
- provided clarity to the client and key stakeholders amongst the complex alignment of multiple project interfaces including greenfield, brownfield, systems integration, change management and early works.

The procurement for the project won numerous international awards.

"Shaping Smarter Cities with Precision and Vision"

