



INNOVATIVE PROCUREMENT TAILORED TO PROJECT CIRCUMSTANCES

NEW GOLD COAST STATIONS PROGRAM

The New Gold Coast Stations (NGCS) program, governed by the Cross River Rail Delivery Authority (CRRDA), is a critical part of the State's infrastructure solution designed to boost the capacity of the rail corridor in conjunction with the delivery of Cross River Rail.

The Challenge

The NGCS program aims to support economic growth and employment through connections to Southeast Queensland's growing population by delivering three new rail stations on the Gold Coast line at Pimpama, Hope Island, and Merrimac.

The three stations were to be concurrently procured over 15 months within a rapidly changing and challenging infrastructure delivery marketplace. Delta's challenge was to enhance the competitiveness of the projects in the market and maximise the value for the State.

Each station had its own unique physical and market conditions that needed to be addressed when determining the partner and solution that provided the best value and could achieve the required timeframes.

Key Achievements

Procurement approaches that ensured appropriate market competitiveness

Challenge:
To ensure the procurement of each station project is attractive to the right potential partners to maximise outcomes and value.

- Solution:**
- Re-engaged with the market to understand how to improve the attractiveness of each project to the right partners.
 - Listened to feedback and leveraged contemporary market knowledge to tailor procurement processes to align with the unique individual circumstances of each project.
 - Ensured appropriate competition to optimise project and program outcomes.
 - Managed project stakeholders to meet governance requirements and achieve timeframes.



Delta's Approach

Utilised appropriate market engagement and existing market knowledge to understand the elements of procurement that would ensure appropriate competition and realise best value for each project.

Collaborated with internal and external advisors and key project stakeholders (including TMR and QR) to:


- understand the unique challenges of each station and develop strategies to address them.
- capitalize on existing arrangements & documentation.
- refine the required objectives and put in place contractual measures to achieve them.

Key Elements

 500M
Total program value

 QUEENSLAND
Gold Coast

 2022-2023
15-months

 LUMP SUM D&C,
ITC, CPDA

Commercial frameworks to suit unique project circumstances

Challenge:
To tailor the commercial frameworks for each station to optimise risk allocation and achieve best value.

Solution:
Examined the unique circumstances of each station project and leveraged recent project experiences to identify the appropriate commercial solution.

This resulted in three distinct commercial models that were specifically tailored to achieve the best outcomes for each station for the project:

- Lump sum design and construct (D&C) contract (Pimpama).
- Incentivised Target Cost (ITC) contract (Merrimac).
- Collaborative Project Development Agreement (CPDA) (Hope Island).

