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## AUSTRALIAN INFRASTRUCTURE OUTLOOK April 2024

In recent years, Australian governments have allocated record-levels of funding towards infrastructure expenditure, which is estimated by Infrastructure Partnerships Australia, to reach a sustained expenditure of \$18bn (£10bn) per quarter from 2023 to 2026, for a total expenditure over the four-years to 2026-27 of \$256.6bn (£132.4bn). This expenditure is concentrated in large metro and heavy rail schemes, motorway schemes, hospital and school building programmes, and renewable energy generation and electricity transmission schemes. There is plenty on the horizon with the Brisbane 2032 Olympic and Para Olympics.

**RAIL** - The rail focus is twofold, namely heavy rail for freight, primarily overland, and rail for suburban metro systems.

### Projects currently under construction

The \$15 billion **Inland Rail project** will see the creation of a 1,700-kilometre Melbourne to Brisbane freight rail line along Australia's east-coast bypassing the congested Sydney network and the circuitous north coastline. Following the Australian Government Inland Rail Review, Inland Rail Pty Ltd is now operating, including its own governance and delivery arrangements, with the project remaining critical for the nation to meet the increasing freight demands of population growth.

The Tottenham to Albury (T2A) section is the only section of the Inland Rail Freight Corridor traversing Victoria. Due to its scale and complexity, this project is broken into two stages: Stage One: Beveridge to Albury; and Stage Two: Metropolitan Melbourne (south of Beveridge). In October 2022, McConnell Dowell were awarded the contract for Stage 1 of T2A works. In August 2023, CPB Contractors, John Holland and McConnell Dowell were shortlisted to deliver Tranche Two of the Beveridge to Albury section. The preferred contractor will be announced mid-2024, with works commencing by 2025. In July 2023, Martius Rail were awarded a \$404M Design and Construct contract for the 185-kilometre Albury to Illabo and 170-kilometre Stockinbingal to Parkes section. The Parkes to Narromine (P2P) section has been completed by INLink, a joint venture with BMD Constructions and Fulton Hogan. The Narromine to Narrabri (N2N) section is the longest and most significant greenfield project within the Inland Rail Freight Corridor. In September 2021, ARTC appointed a 50-50 joint venture between ACCIONA and CPB Contractors for the 'Southern Civil Works Package', covering the Narromine to Narrabri section. Inland Rail has announced the Narrabri to North Star Phase is complete. Phase One of the Narrabri to North Star section is one of the most advanced sections of Inland Rail. In November 2022, the 83-kilometre line between Narrabri and Moree opened for operation. In September 2021, a consortium comprising Laing O'Rourke and FKG Group was awarded the 'Central Civil Works Package', covering the Narrabri to North Star Phase Two section, North Star to NSW-Queensland Border section, and a portion of works within the NSW-Queensland Border to Gowrie section. A joint venture comprising Bielby Holdings, JF Hull Holdings, and QH&M Birt were awarded the work from Whetstone to Gowrie. In December 2021, Martinus Rail were announced as the preferred bidder for the Rail Corridor Program covering approximately 570 km of above groundwork between Narromine and Gowrie. Regionerate Rail consortium, comprising Plenary Group, Webuild, Clough, GS Engineering and Construction, and Service Stream, have been awarded the Gowrie to Kagaru PPP project. The consortium will oversee the design, construction, finance, and maintenance under a 25-year availability-based contract.

The **Cross River Rail (CRR) project**, overseen by the Cross River Rail Delivery Authority (CRRDA) involves the delivery of a 10.2-kilometre north-south rail link, including 5.9-kilometres of rail tunnel under the Brisbane River and CBD, as well as four new underground stations. The project comprises two packages, the Rail Integration and Systems (RIS) Alliance and the Tunnel, Stations and Development (TSD) PPP. The RIS is being delivered by UNITY Alliance, brings together CPB Contractors, UGL, AECOM and Jacobs, and partners HASSELL, RCS Australia, Acmena, Martinus Rail and Wired Overhead Solutions. The TSD PPP is being delivered by the CIMIC-led PULSE consortium comprising Pacific Partnerships, CPB Contractors, UGL, BAM, Ghella and DIF. The Train Control System (ETCS) is being delivered by Hitachi Rail STS. Construction is scheduled to be completed by 2024. As part of the Cross River Rail project three new stations will be delivered on the existing Gold Coast Line at Pimpama, Hope Island, and Merrimac. In February 23, ADCO

Construction were awarded a contract to design and construct the Pimpama station. In July 23, Acciona Georgiou Joint Venture were awarded a design and construct contract for Hope Island station. And Fulton Hogan awarded design and construct contract for Merrimac station.

**Sydney Metro City & South West.** Sydney Metro is Australia's largest public transport project. This new standalone railway will deliver 31 metro stations and more than 66 kilometres of new metro rail. Stage 1- Northwest has opened, and Stage 2- Sydney Metro City & Southwest is nearly complete. The latter \$12 billion project will see a new 30-kilometre metro line extending from Chatswood, under Sydney Harbour, through new CBD stations and southwest to Bankstown. Stations are being constructed at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and underground platforms and upgrades at Central Station. In April 2023, a testing and commissioning program commenced, with trains running between Chatswood and Sydenham. Passenger services are expected to commence in 2024.

The \$13 billion **Melbourne Metro** Tunnel Project will deliver a new rail line across the Melbourne CBD, featuring two nine-kilometre tunnels and five new underground stations. The project is being delivered as five separate works packages. The Early Works package is complete. The Metro Tunnel and Stations works package is a circa \$6 billion availability-based PPP. The contract was awarded in December 2017 to the Cross Yarra Partnership comprising Lendlease Engineering (now Acciona), John Holland Group, Bouygues Construction and Capella Capital. The Rail System Alliance was awarded to a consortium comprising CPB Contractors and Bombardier Transportation. In October 2019, The Rail Infrastructure works was awarded to a consortium comprising John Holland, CPB Contractors and AECOM. Testing commenced on the high-capacity trains running through the new Metro Tunnel in August 2023 and construction was completed on Arden Station, and testing commenced in January 2024. Most of the works are scheduled to be completed by the end of 2025. As an adjunct to Melbourne Metro, the \$17 billion **Level Crossing Removal Project (LXRP)** involves the removal of 85 level crossings across metropolitan Melbourne by 2025. In addition, the program involves other rail network upgrades such as new train stations, track duplications and train stabling yards. The project has been divided into several packages across the city and are currently being rolled out by an alliance mode of delivery.

\$13B **Suburban Rail Loop Airport (SRL Airport)** is a proposed rail transit service that will take passengers from Melbourne's Tullamarine Airport to the CBD in less than 30 minutes. It will be integrated with the Suburban Rail Loop as part of the north-west section of the orbital loop planned for construction around the Melbourne CBD. The project will be delivered through a total of six major works packages: Airport Station; Viaduct; Corridor; Maribyrnong River Bridge; Sunshine to Albion Package, and Rail Systems. In February 2022, Laing O'Rourke was awarded the program's early works package. In September 2022, the Sunshine to Albion Package, was awarded to The Sunshine Systems Alliance, comprising CPB Contractors, John Holland, AECOM, Alstom, and KBR. In October 2022, a consortium of FCC Construction and Winslow Infrastructure were announced as the preferred bidder for the Maribyrnong River Bridge Package. In May 2023 the Federal Government undertook a review of the project and temporarily paused construction. In November 2023, it reaffirmed its \$5 billion funding commitment for the project but the project's completion date remains unclear pending negotiations with Melbourne Airport regarding location of the station.

**Perth's Metronet** \$8B project involves the construction of approximately 72 kilometres of new passenger rail, 18 stations, multiple level crossing removals, as well as signalling and fleet upgrades across Perth's rail network. In December 2019, NEWest Alliance (CPB Contractors and Downer) were awarded the contract for the Thornlie to Cockburn Link (TCL) and Yanchep Rail Extension (YRE). Also, In December 2019, contract close was reached with Alstom for the \$1.3 billion rolling stock contract. The contract involves delivery and maintenance of 246 new railcars and includes the construction of a new manufacturing and assembly plant in Bellevue. Construction of the first stage of the facility will be complete by 2023. In October 2020, the MELconnx consortium (comprising Laing O'Rourke Australia Construction and Arup) were awarded Morley-Ellenbrook Line contract. In August 2022, the Victoria Park-Canning Level Crossing Removal project was awarded to Armadale Line Upgrade Alliance comprising ACCIONA Construction, BMD Construction, WSP Australia and AECOM. In August 2023, the MetCONNx Alliance (Laing O'Rourke, Pritchard Francis Consulting, and Kellogg Brown & Root) were awarded the main works contract for the Byford Extension. In June 2023, two consortiums were shortlisted for the High Capacity Signaling project: ADJV, comprising Alstom Transport Australia and Downer EDI works, and SafePerth, comprising Siemens Mobility, Siemens Mobility GmbH and Wabtec Control.

### **Projects currently under procurement**

The **Beerburrum to Nambour Rail Upgrade** project would extend the Brisbane to Sunshine Coast Rail Line to the Maroochydore CBD, via the Caloundra and Maroochydore Corridor. Stage One focuses on duplication of the rail line between Beerburrum and Beerwah. In April 2023, a Joint Venture comprising John Holland and Seymour Whyte, with SMEC and WSP as Joint Venture designers, signed a preconstruction and design agreement (P&DA) to undertake enabling works and design for the project. In August 2023, RFT issued to engage a Principal Engineer and a Systems Engineer and Safety Assurance Specialist for the project.

**Gold Coast Light Rail** is the largest public transport project undertaken on the Gold Coast to date and is Queensland's first light rail network. Stage One - Gold Coast University Hospital to Broadbeach, operational since July 2014; Stage Two - Helensvale to Gold Coast University Hospital, operational since December 2017; Stage Three - Broadbeach to Burleigh Heads, and Stage Four - Burleigh Heads to Coolangatta. GoldLinQ consortium (McConnell Dowell Constructors, Bombardier Transportation, KDR) are responsible for operation and maintenance of Stages One and Two. Stage Three will extend the existing light rail network from Broadbeach to Burleigh Heads along the Gold Coast Highway. March 2022, Amber Infrastructure reached financial close, and John Holland also formally reached contract close on the design and construction, with construction commencing in July 2022. Stage Four will extend the Gold Coast light rail network by 13 kilometres, from Burleigh Heads to Gold Coast Airport at Coolangatta.

The proposed \$25 billion **Sydney Metro West** project will deliver a new direct, 24-kilometre underground rail connection between the CBDs of Parramatta and Sydney with associated stations. Tunnelling work along the line is to be delivered under three packages: Western Package (Westmead to Sydney Olympic Park); Central Package (Sydney Olympic Park to The Bays Precinct), and Eastern Package (The Bays Precinct to Sydney CBD). July 2021, the Central Tunnelling Package was awarded to Acciona and Ferrovial Joint Venture. In March 2022, A Gamuda and Laing O'Rourke Australia Joint Venture were awarded the Western Tunnelling Package. In November 2022, the Eastern Package was awarded to the John Holland, CPB Contractors and Ghella Joint Venture. In December 2023, CPB Contractors and Lendlease; and MetroVista, comprising Gamuda, DT Infrastructure and BESIX Watpac, were shortlisted to deliver the Sydney Metro West Stations Package. Also, CPB Contractors and UGL; and John Holland have been shortlisted for the delivery of the Linewise Systems Package. Sydney Metro further confirmed that it will no longer proceed with the Sydney Metro West Partnership Model. Sydney Metro has also announced it will commence a process to investigate merging the Line Wide Systems package and Operations and Maintenance packages into a single contract. No further details have been released as to how this will impact shortlisted bidders. Similarly, Alstom Transport Australia, CRRC Co and MTR Corporation, Hyundai Rotem Company and UGL Engineering, and a group of four Siemens subsidiaries had been shortlisted for the delivery of the Trains and Systems Package.

Sydney Metro – West/Western Sydney Airport – Shadow Operator has been awarded to Ricardo and Seoul Metro.

**Sydney Metro - Western Sydney Airport Line** will see a new metro rail line run from St Marys on the existing T1 heavy rail line to the Western Sydney Aerotropolis near Bringelly, via Western Sydney Airport (WSA). There will be six new metro train stations located at St Marys, Orchard Hills, Luddenham, the Airport Business Park, Western Sydney Aerotropolis near Badgerys Creek Rd at Bringelly and at the new airport's terminal. The Station Boxes and Tunnelling (SBT) Works will involve the construction of two sections of twin tunnels between the St Marys and Orchard Hills Stations, and between the Western Sydney Airport Terminal and Aerotropolis stations. The tunnels would have a total combined length of approximately 9.8 kilometres and include associated portal dive structures. In December 2021, the contract was awarded to a Joint Venture between CPB Contractors and Ghella. March 2022, the Surface and Civil Alignment Works package was awarded to a Joint Venture between CPB Contractors and United Infrastructure – a consortium that includes Western Sydney companies Burton Contractors, JK Williams and Mulgoa Quarries.

In December 2022, the Stations, Systems, Trains, Operations and Maintenance (SSTOM) package contract was awarded to the Parklife Metro consortium, comprising Plenary, Webuild, RATP, Siemens Mobility, Siemens Project Ventures and Siemens Mobility Austria. SNC-Lavalin, in partnership with HKA and Infrastructure Nation were appointed as the Integration and Delivery Partner.

**ACT Light Rail Stage 2** is a light rail project that will run from the Canberra CBD to Woden via the Parliamentary Triangle. The line will be 11 kilometres long, with 12 new stops along the route. Due to the significant planning approval process required to construct light rail through the Parliamentary Triangle, Stage 2 has been split into Stage 2A: CBD to Commonwealth Park (1.7 kilometres), and Stage 2B: Commonwealth Park to Woden (nine kilometres). In July 2022,

a contract was awarded to Abergeldie Contractors as part of Stage 2A to raise the southern portion of London Circuit, with construction starting October 2022. June 2021 tenders were released for the enabling works package for Stage 2B, which includes the relocation of utility assets. In December 2023, the Stage 2A was awarded to Canberra Metro consortium.

Canberra Metro is a consortium consisting of Pacific Partnerships, CPB Contractors, John Holland, UGL, Mitsubishi Corporation, Aberdeen Infrastructure Investments, DB Engineering & Consulting (formerly Deutsche Bahn International), CAF and Mitsubishi UFJ Financial Group Ltd (MUFG).

The **Suburban Rail Loop (SRL)** is a 90-kilometre rail loop of the Melbourne metropolitan area. SRL will connect to every major rail line from the Frankston Line to the Werribee Line. As a result, the SRL will transition Melbourne's rail network from its current radial status to an orbital network. As well as providing a rail link to the airport, the project will also build three 'transport super hubs' at Clayton, Broadmeadows and Sunshine. Given the scale of the Loop, construction is to be staged over several decades, with the SRL East and SRL North sections to be constructed first. The west section will be planned and constructed in conjunction with the Melbourne Metro Tunnel, Melbourne Airport Rail, and the Western Rail Plan. The SRL East and SRL North sections have a preliminary costing in the range of \$30 to \$50.5 billion. SRL East has been split into seven work packages: Works Package A: Initial and Early Works; B: Power Construction Supply Works; C: Cheltenham to Glen Waverley Tunnels; Package D: Glen Waverley to Box Hill Tunnels; Works Package E: Cheltenham to Glen Waverley Stations; F: Glen Waverley to Box Hill Stations; and Works Package G: Linewide. June 2022, Laing O'Rourke commenced work on Package A – early works. In December 2023, the Suburban Connect consortium, comprising CPB Contractors, Ghella and ACCIONA Construction, were awarded the contract for the delivery of works package C. Following this award, the two remaining shortlisted bidders – a consortium comprising John Holland and Gamuda, and a consortium comprising Webuild, GS E&C Australia, and Bouygues Construction Australia – will now enter a Request for Proposals (RFP) phase for Works Package D. Also in December 2023, the following consortiums were shortlisted to deliver line wide Package G: TransitLinX, comprising John Holland, RATP Dev, Alstom, KBR and WSP; and UrbanLeap, comprising Gamuda Engineering, Keolis Downer, Siemens, AECOM, GHD, Hyundai Rotem and Downer Rail. The contract is expected to be awarded in 2025.

The **Melbourne Tram Franchise** operates Melbourne's metropolitan tram system, which includes 250-kilometres of double track, 521 trams across nine classes, and eight depots. In April 2023, The Victorian Government called for Expressions of Interest for the Tram Operations and Maintenance contract, closing on 12 May. In June 2023, Three consortia, including Keolis Downer; Transdev and John Holland; and Go-Ahead, comprising Go-Ahead, Kinetic, Globalvia and ACCIONA were shortlisted. Contract award is expected in June 2024.

### ***Prospective, announced projects***

**\$7B Direct Sunshine Coast Rail Line** announced by the Queensland Government. In March 2024, the business case summary for the proposed 39-kilometre Direct Sunshine Coast Rail Line was released. The summary document recommends a staged approach to delivery to enable half of the rail line to be complete and opened before 2032.

Stage Two of the **Parramatta Light Rail** will connect Stage One of the Parramatta Light Rail and Parramatta CBD to Sydney Olympic Park. It will have 14 stops over a 10-kilometre two-way track and will connect to the Sydney Metro West, the heavy rail in Parramatta and Sydney Olympic Park, and ferry services at Rydalmere and Sydney Olympic Park. In October 2023, the shortlist for the Enabling Works Package - bridge from Wentworth Point to Melrose Park were shortlisted bidders were announced: a CPB Contractors and McConnell Dowell joint venture; a Fulton Hogan and SRG Global joint venture; and John Holland.

Two new **\$6B intermodal terminals** are proposed to be built in **Melbourne** to provide an efficient freight interface with the Inland Rail Freight Corridor at its southern end and accommodate double-stacked 1,800-metre freight trains. The two terminals are the Beveridge Interstate Freight Terminal (BIFT), and Western Interstate Freight Terminal (WIFT) at Truganina. The May 2022-23 Federal Budget committed \$3.1 billion for the Melbourne Intermodal Terminal Package over four years, including \$1.9 billion in equity to be delivered through the National Intermodal Corporation, and \$1.2 billion in funding. \$1.2 billion was committed in equity for the BIFT project, while \$740 million was committed in equity for the WIFT project.

The \$4B **Geelong to Melbourne Fast Rail** project forms part of Federal Government's National Faster Rail Plan. While the project is jointly funded by Federal and Victorian Governments, the project delivery will be undertaken by Victorian Government under the Western Rail Plan, overseen by Rail Projects Victoria (RPV). The project will take a more direct route between the two cities, bypassing Sunshine in Melbourne's west and instead travelling through Werribee. In April 2022, GHD and AECOM Joint Venture were awarded the project's Technical Advisory Services contract.

## ROADS

As part of the wider infrastructure pipeline there is a significant road programme. Major Projects include Western Harbour Tunnel, and North East Link.

The \$2B **Western Harbour Tunnel** will be the second road tunnel under Sydney Harbour. The tunnel will connect the WestConnex Rozelle Interchange with the Warringah Freeway at Cammeray. Once complete and pending the construction of the proposed Beaches Link, there will be a continuous connection from WestConnex at Rozelle to Sydney's Northern Beaches. The Tunnel will be delivered through two packages. Stage One includes construction of approximately 1.7 kilometres of twin three-lane tunnels between Rozelle and Birchgrove. Stage Two includes construction of northern tunnelling from Birchgrove, through Sydney Harbour and onto North Sydney, the marine work and all the tunnels fit out. In January 2022, Stage One contract was awarded to a John Holland and CPB Joint Venture. Also, ACCIONA, a Bouygues Construction and VINCI Construction Grands Projets Joint Venture, and a John Holland, CPB Contractors and UGL Engineering Joint Venture were shortlisted for Stage Two.

The proposed \$26B **North East Link** project will connect the Metropolitan ring road (M80) and Eastern Freeway (M3) completing a ring road around Melbourne which includes the Monash Freeway (M1). On 2 September 2019, CPB Contractors was awarded the early works. October 2021, The Victorian Government awarded the Primary Package to Spark, a consortium comprising WeBuild, GS Engineering and Construction, CPB Contractors, China Construction Oceania, Ventia, Capella Capital, John Laing, DIF and Pacific Partnerships. In December 2023, The Nexus consortium, comprised of Laing O'Rourke Australia Construction Pty Ltd, Symal Infrastructure Pty Ltd, WSP Australia Pty Ltd and Arcadis Australia Pacific Pty Ltd, were awarded first part of a major overhaul of the Eastern Freeway. Also, The AMA consortium, comprised of Acciona Construction Australia Pty Ltd, AECOM Australia Pty Ltd, and MACA Civil Pty Ltd were awarded the contract to complete the M80 Ring Road at Greensborough.

## AIRPORTS

Airport operations have been heavily impacted by Covid-19. With the re-opening of Australia borders travel is rapidly returning to pre pandemic levels. Some short-term projects have recommenced for commercially owned airports, whereas, government funded airports, such as Nancy Bird Walton are proceeding at pace.

The \$10 billion **Nancy Bird Walton Airport** will be developed in stages by the Federal Government-owned Western Sydney Airport Corporation (WSA Co.) in response to increasing passenger demand. The first stage, due to open in 2026, will see a single runway airport constructed with capacity for up to 10 million passengers a year. Works will be tendered through a series of separate procurements. Bulk Earthworks, Airside Civil and Pavements; Landside Civil & Buildings, and Terminal and Specialty Works. In September 2019, the CPB Contractors and Lendlease joint venture was awarded the bulk earthworks. In October 2019 Cox Architecture and Zaha Hadid Architects were awarded the architectural design of the terminal building. June 2020, Multiplex Constructions were awarded the construction component. In March 2021, the contract for the baggage handling system was awarded to Vanderlande. In September 2021 the design and construct contract for the Airside Civil and Pavement Works package was awarded to a CPB Contractors and ACCIONA joint venture. In December 2021, the Landside and Civil Building Works were awarded to the Aerowest Joint Venture, a joint venture between BMD Constructions Pty Ltd and Seymour Whyte Constructions Pty Ltd. Bechtel is the delivery partner providing project management, planning, design development and construction management services for the overall project. **Melbourne Airport** is proposing the construction of a third runway. The runway will be three kilometres long, in a north-south alignment, parallel to the existing north-south runway. The proposed runway will be capable of handling all aircraft types. In June 2022, Beca, Arup and Airbiz were appointed to manage the design. **Brisbane Airport's** \$11 billion third runway opened in July 2020. Privately funded the project is the largest in the history of Brisbane Airport since its opening in 1988. Construction was undertaken by Skyway, a joint venture between BMD Construction Pty Ltd and CPB Contractors Pty Limited, a member of the CIMIC Group. **Perth**

**Airport** will deliver a third runway before the end of the decade (subject to demand). The third runway is proposed to be 3,000 metres long and 45 metres wide and run parallel to the existing main runway. In July 2019, Perth Airport released the preliminary draft of its Master Plan 2020. The third runway is a key element of the airport's development plans and forms part of the \$2.5 billion investments for the airport over the coming decade. The runway will support the Perth Airport's forecast growth and consolidation plans to bring its terminals into an 'Airport Central Precinct'. In Nov 2020, Perth Airport's Major Development Plan received Federal Government Approval.

## URBAN REGENERATION

Large parcels of land, close to the centre of Brisbane, Sydney, and Melbourne are now coming on-line for potential urban regeneration. These parcels will change use from former industrial or dockland areas to fully mixed used precincts. The **Cross River Rail development** in Brisbane will also provide urban regeneration opportunities to enhance the areas surrounding the Boggo Road, Woolloongabba and Roma Street stations. Development opportunities include several new commercial and residential buildings as well as the proposed \$2bn Brisbane Live arena. The Sydney **Circular Quay Precinct** involves the redevelopment of six wharves and the surrounding precinct. The NSW Government has chosen CQC Partners as the Planning and Design Partner to work alongside Transport for NSW to further develop the design and inform the statutory planning process. CQC is a consortium that includes the companies Capella Capital, Lendlease Construction and BESIXWatpac. Working with award-winning Australian and international designers and First Nations advisors, the plans have a strong cultural connection with Circular Quay's rich history and heritage. In Victoria, **Fishermans Bend** is Australia's largest urban renewal project covering approximately 485 hectares in the heart of Melbourne. Fishermans Bend will consist of five precincts, connecting Melbourne's CBD to the bay.

## WATER

The **SA Water** Capital Work Delivery Contracts comprises a program of water and sewerage infrastructure projects as outlined in South Australia Water's regulatory business proposal for 2020-24. The major capital work program has been divided into three framework agreements and will include dam upgrades, water tank refurbishments, water main replacements, sewerage network upgrades and water treatment process changes. June 2020, three major framework agreements for up to \$500 million each were awarded to Fulton Hogan Utilities, John Holland and Guidera O'Connor joint venture, and McConnell Dowell and Diona joint venture. Two service delivery partner contracts were also awarded for Adelaide's metropolitan water and wastewater production and treatment operations, and separately for its network field services. The production and treatment contract run for five years from July 2021, and was awarded to Suez, while the field services contract is for four years, was awarded to Lendlease. The \$4B Partnering for Success delivery model sees **Sydney Water** form a 10-year partnership with three Regional Delivery Consortia (RDC) - in the north, south and west of Greater Sydney - to deliver end-to-end design, construction, maintenance, and facilities management services. The consortia will be responsible for the maintenance, renewal, and upgrade of existing assets in their respective region, as well as the construction of new assets. The performance of each consortium will be reviewed after five years. The North RDC was awarded to Broadspectrum, Downer Utilities Australia, Jacobs; the South RDC to Comdain Infrastructure, John Holland, Lendlease, WSP; and the West RDC to Stantec, Atlas Personnel Services, Abergeldie Contractors, Fulton Hogan, and Programmed Facility Management.

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