

# Bridge over the Clarence River Bulk Earthworks

## Project detail

### DURATION

May 2016 – November 2018

### CLIENT

Roads and Maritime Services (Client)  
and Pacific Complete (Delivery Partner)

### Main contractor:

Pacifico is a 50/50 joint venture between  
Acciona Infrastructure Australia and  
Ferrovial Agroman (Australia)

### PROJECT CAPITAL COST

\$230M AUD

### CONTRACT TYPE

ECI collaborative model working with Delivery  
Partner Pacific Complete

### Bridge over the Clarence River at Harwood, NSW

Harwood Bridge will be the largest bridge to be delivered as part of the 155km Pacific Highway Woolgoolga to Ballina upgrade. The new 1.5km four lane bridge will have a significant 33m clearance above the Clarence River. RMS adopted a delivery partner approach for the delivery of the Woolgoolga to Ballina upgrade and engaged Pacific Complete (JV between Laing O'Rourke and Parsons Brinckerhoff) for that role for providing project management and driving innovation.



## Procurement process

**Competitive ECI Procurement Process** that allowed a high degree of interaction and collaboration between RMS (represented by the Delivery Partner) and the Tenderers in a similar way to the proposed ECI process for the Bulk Earthworks Package A.

## Delivery process

Through collaborative working processes, quality issues were resolved on the run leading to a smooth transition at project handover stages. Specifically, this alleviated the need for a third-party Project Verifier (PV). Release of the hold points and quality checks were completed by the Contractor, supervised through audits by the Delivery Partner. This approach improved efficiency resulting in minimal defects identified during the final jointly conducted quality walk-downs. Quality expectations of the final product were well communicated and understood, negating the 'gold plate' effect that is commonly found in situations where the Client is the owner/ operator of the asset.

The Delivery Partner's relevant experience ensured construction issues were dealt with easily and swiftly. Team members from both parties met on a daily basis to discuss the day's activities with most issues dealt with at this forum. Where a formal request for information in relation to a construction issue was required (CRFI – Construction Request For Information), the party dealing with the request had

a solid understanding of the issue at hand, expediting issue resolution.

Variations were often agreed in terms of scope of work and quantum prior to formal submission. The Delivery Partner's understanding of the nature of the work as well as the commercial fundamentals, streamlined the process in agreeing variations and avoids the often- repetitive process of questioning and challenging every line item in the variation or claim.

Delivering the project successfully within a 2.5-year timeframe including design, procurement, construction and handover, could not have been achieved without collaboration and mutual trust, due to the requirement for overlapping activities. Procurement activities progressed without the final approval for the detailed design.

The delivery partner model involved weekly collaborative planning sessions. These sessions are identified as Collaborative Working Meetings, signifying the nature and intent of the meetings. Construction activities were scheduled through the weekly meetings where key personnel from the both parties come together. Activities for the following weeks were planned and discussed (two-week lookaheads). This process allowed the Project Engineer to talk through his teams upcoming activities, and attendees have the opportunity to review, question, challenge or identify potential issues; improving communication and delivering a no-surprises outcome.

