

TRANSPORT  
INFRASTRUCTURE  
AND SERVICES

# Transport Infrastructure and Services

Strategy period: 01 January 2026 to 31 December 2029

**Category description:** The Transport Infrastructure and Services (TIS) Category encompasses all transport related infrastructure and passenger transport spend for Queensland. The Category enables reliable, resilient and responsible transport networks and services through a diverse range of goods and services from across Queensland.

## Category at a glance

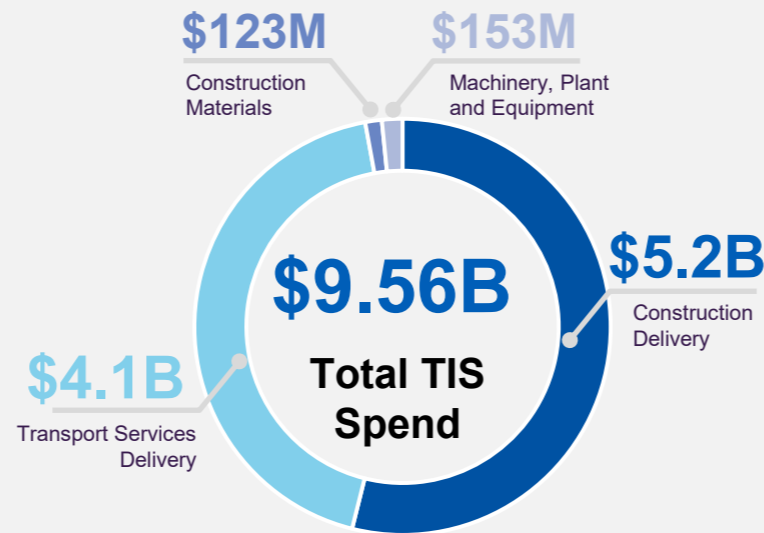
### Vision

We will partner early, be informed, make it easy to do business and deliver value for Queensland.

Annual category spend (3-year average)  
**\$9.41B**

Controlled Spend (FY24-25)<sup>1</sup>  
**95%**

## Subcategory Analysis (FY24-25)



## Subcategory Summary

Subcategory	Spend (FY24-25)	Value Risk Matrix Position	Brief description
Construction Delivery	\$5.2 billion 54% of total spend	Strategic	Civil construction works (road, rail, marine) and specialised professional services.
Transport Services Delivery	\$4.1 billion 43% of total spend	Strategic	Delivery of all forms of Queensland passenger transport (road, rail, and water).
Machinery, Plant and Equipment <sup>2</sup>	\$153 million 1.6% of total spend	Routine	Purchase and hire of TIS related machinery, plant and equipment.
Construction Materials <sup>2</sup>	\$123 million 1.4% of total spend	Leverage	TIS related materials such as bitumen, cement, lighting etc.

1. TMR's measure of Controlled Spend is spend processed via formal purchase order.  
2. Subcategory spend represents TMR direct spend only and does not include supplier procured materials, plant or equipment.

Note: The analysis and findings in this document are based on TMR data for the 2024/2025 financial year (excluding SME spend). The variance between TMR and published Queensland Government Procurement data is due to the differences in reporting methodologies. The data used reflects the best available records at the time of preparation and will be reviewed and refreshed annually.

## Data and insights (FY24-25)

Government commitments

Number of active suppliers

**2,563**

Share of top 10 suppliers

**53%**

Queensland SME Spend

**23%**

Spend with Queensland suppliers

**85%**

Aboriginal and Torres Strait Islander spend

**0.5%**

Regional Supplier spend

**24%**

- Aboriginal and Torres Strait Islander data includes direct TMR spend only.
- Queensland SME data is sourced from Queensland Government Procurement spend data.

## Delivering value for Queensland

QPP and purposeful public procurement

### Value for Queensland

TIS procurement will implement cost certainty initiatives to help enable the successful delivery of Queensland Government's transport priorities including the Queensland Transport and Roads Investment Program (QTRIP) and Olympic and Paralympic Games transport readiness.

### Local opportunities

Queensland and regional suppliers will be prioritised supporting local workforces and manufacturing and activating local supply chains to maximise local economic benefit through the delivery of significant transport and infrastructure programs such as the Wave and the Bruce Highway Targeted Safety Program.

### Easy to do business

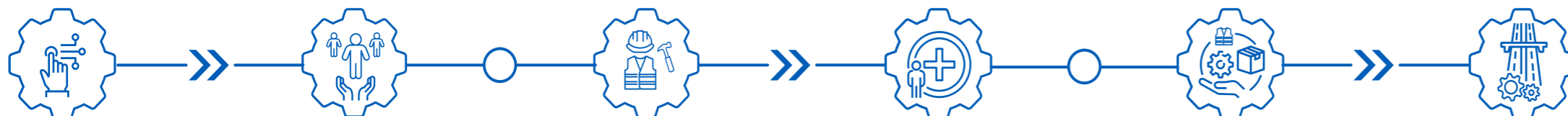
Streamlining and digitising our procurement processes to reduce red tape, simplify tendering for suppliers, increase consistency and improve speed and certainty for the market, and enabling TIS priorities.

### Open to new ideas

Innovation and early market engagement will be critical to identifying new technologies and faster ways to engage suppliers that meet time-critical priorities such as Olympic transport readiness and evolving network demands and improve safety and sustainability.

### Practical economic, environmental and social impact

Embed sustainability and diversity considerations into procurement using a risk-based and outcome focussed approach appropriate to the scale, complexity and delivery timeframe of TIS procurements.



**DELIVERING  
FOR QUEENSLAND**



## Category objectives and achievements

### Objectives

1. **Be an active informed buyer of infrastructure and transport services.**
2. **Enable project delivery on time and within budget using local competitive markets and quality suppliers.**
3. **Apply a value and commercial lens to decision making.**
4. **Collaborate across our markets and value industry partners.**
5. **Doing business with us is easier and informative.**

### Key achievements (preceding 12 months)

1. **Improved the Queensland Transport and Roads Investment Program (QTRIP) publication** to provide clear program visibility to the public, mitigate early price signalling, support stronger market fairness and better procurement outcomes. These outcomes happen through the delivery of cost certainty initiatives that enable contract packaging and commercial models and deploy better risk management frameworks to help ensure a more robust and cost-effective delivery in the future.
2. **Removed Best Practice Industry Conditions (BPIC)** by transitioning away from BPIC requirements to enable greater flexibility and innovation in procurement and delivery models, reducing compliance burden, improving supplier engagement and supporting more collaborative and commercially focused contracting approaches.
3. **Delivered the Collaborative Transport Infrastructure Program** by developing and implementing a Collaborative Procurement and Delivery Model for Infrastructure that unlocks planning to streamline delivery, works with the market, enhances the tender process to optimise time and costs, evaluates tenders differently to improve cost certainty and reward performance and streamlines project delivery.



## Priorities and focus areas

### Short Term (next 12 months)

- **Embed modern procurement practices and collaborative ways of working**  
Implement the Collaborative Toolkit and Supplier Management Framework to incorporate commercial practices that strengthen consistency, partnership and performance, supporting cost and time confidence for delivery of the infrastructure program.
- **Adopt early market engagement as standard practice**  
Engage industry early to test faster award and alternative delivery options that support increased market testing and surface innovations that are adopted.
- **Improve procurement processes, tools and contract usability**  
Incorporate QPP 2026 requirements and deliver cost certainty initiatives to make procurement processes, tools, guidance and contracts more effective and easier for all TIS stakeholders to use.
- **Enhance supplier and contract performance reporting**  
Improve dashboards, reporting systems and supplier performance data collection to strengthen accountability and transparency. Track on-time payments to suppliers and use improvements from our SAP Ariba solution to support better performance.
- **Build category knowledge and insights**  
Use data sources and industry expertise to build intelligence that supports enhanced planning and delivery decisions.

### Medium Term (years 2-3)

- **Position TMR as an informed and commercially confident buyer**  
Apply strengthened market insights, commercial intelligence and performance data to drive faster, more consistent, risk adjusted value driven procurement and delivery decisions.
- **Mature capability and commercial frameworks**  
Embed procurement improvements, enhanced delivery model selection and commercial guidance to improve cost, time and quality outcomes across TIS spend.
- **Strengthen supply chain capability and resilience**  
Grow Tier 2/3 and regional supplier capability through targeted development, supplier management insights and improved access to opportunities.
- **Expand performance-based contracting and value driven evaluation**  
Use supplier performance data, tender insights and market feedback to reward reliability, safety, cost effective delivery and innovation.
- **Enhance digital procurement and reporting capability**  
Digitise procurement and contract management to improve efficiency, simplify supplier engagement and increase Key Performance Indicator (KPI) reporting capability and insights.

### Long Term (beyond 3 years)

- **Embed a mature informed buyer ecosystem across TIS**  
Integrate market intelligence, cost certainty, risk management, supplier performance data and assurance frameworks into a unified, consistent procurement approach.
- **Build long-term commercial partnerships that reward strong performance**  
Develop enduring relationships that recognise and reward safe, sustainable, innovative and cost-effective performance across TIS delivery programs.
- **A mature procurement model enabling delivery**  
The supply chain is prepared and commercial models are fit-for-purpose, enabling delivery of major state infrastructure and transport network priorities.
- **Lead best practice in digital, transparent procurement**  
Fully transition procurement and contract management to modern digital platforms, enabling real-time insights, automated reporting, stronger compliance and improved public transparency.