

# Collaborative Transport Infrastructure Program

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# Our journey: From concept to reality

## 1 The why



A growing program with increased workforce competition



Challenges around capacity, capability and culture



Sustainable processes and behaviours support a sustainable industry

## 2 The how

**TMR – Infrastructure Industry Engagement Charter**

### THE CULTURE WE COMMIT TO

Queensland has a strong and established transport civil infrastructure sector. Together, industry and the Department of Transport and Main Roads (TMR) have delivered state- and city-shaping projects that have improved our connectivity and liveability.

With a significant program of works to deliver together, including the 2032 Olympic and Paralympic Games, the need for a constructive, collaborative partnership between TMR and industry is greater than ever before.

There is an opportunity now to make significant and lasting cultural change. By working together to improve how we deliver projects, we can meet this increased demand, enable innovation and maximise the social, economic and environmental outcomes for Queensland.

This charter sets out a collaborative approach to infrastructure procurement and delivery and the behaviours everyone in our industry needs to commit to, to realise its benefits.

**THIS IS US**

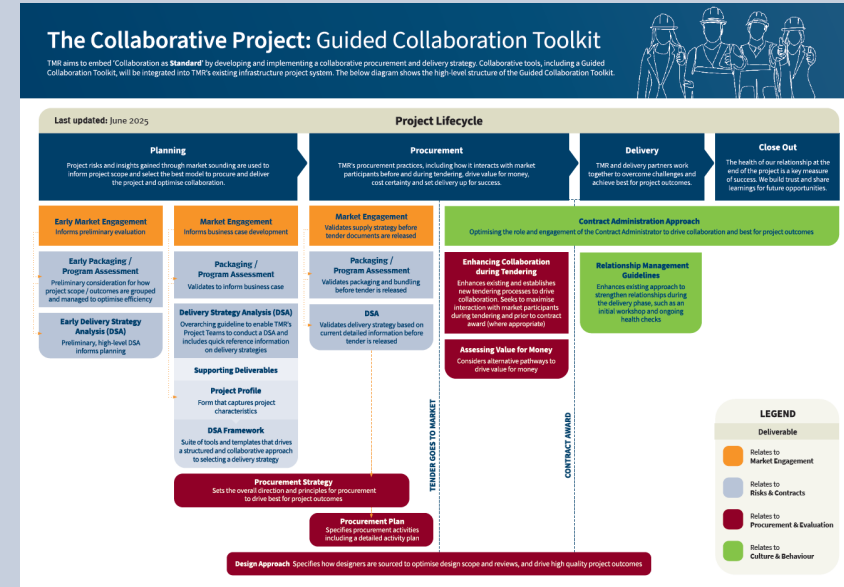
Our purpose is to achieve positive outcomes for our communities and economy through delivering transport infrastructure safely and sustainably.

- Our industry is a complex ecosystem of interconnected organisations and individuals who collaborate to deliver projects.
- In our healthy and sustainable industry, our people are engaged and supported, our organisations are thriving and we can see a strong future.
- We have a culture that embraces and fosters equality, diversity and inclusion.
- We have a planned, resourced long-term pipeline that attracts and retains capable, diverse workforces and supports a profitable industry with the capacity to deliver safely.
- We have a genuine appreciation of risk and opportunity and we innovate to drive positive outcomes.
- We understand we all need to achieve positive outcomes and these can vary between government, organisations and communities.
- We deliver a lasting legacy with benefits for all – a win for government, a win for industry and a win for public value.

**OUR EIGHT CORE COMMITMENTS**

- We develop and provide effective and visible leadership, empower all team members to have a voice, ensure everyone owns the outcome and actively supports each other to achieve it.
- We build trust in each other by communicating openly, honestly and transparently in a timely manner, even in challenging environments, situations and relationships.
- We encourage and celebrate successful collaboration, share our learnings with each other and our industry and apply them in our future work.
- We listen to understand and appreciate our different business models, drivers, roles, constraints and ability to take on risk.
- We provide a safe space to challenge, where healthy challenge means maintaining respect, staying solutions focused and ensuring all feedback is listened to and acknowledged. We will help each other and act reasonably to resolve any challenges together.
- We are flexible, open to change and able to compromise, with the understanding we need to be pragmatic.
- We are accountable for our actions, follow through on our commitments and are proactive in raising issues as early as possible.
- We actively pursue technological advancements, collect and share data and embed digital engineering to create common standards across the whole-of-life value chain.

## 3 The what



# Our end goal

## Enhancing collaborative procurement and delivery and adopting a 'collaboration as standard' approach

- Unlock planning to streamline delivery
- Work with the market
- Enhance the tendering process
- Evaluate tenders differently
- Streamline project delivery
- Scalable solutions for use across all TMR projects



# 2025 in focus

- ✓ Development of Guided Collaboration Toolkit
- ✓ Optimising risk allocation and mitigation
- ✓ Rollout and implementation
- ✓ Stakeholder engagement and consultation
- ✓ Training and capability uplift



# Collaboration in action



## Market Engagement

- Caboolture-Bribie Island Road, Hickey Road to King Johns Creek



## Delivery Strategy Analysis

- Barron River Bridge



## Relationship Management Guidelines

- Loganlea Station Relocation Project
- Hamilton Plains Flood Immunity Upgrade
- Dallachy Flood Immunity and Cowley Safety Barrier Installation



## Contract Administration Approach

- Establishment of Contract Administrators Working Group



# Our catalyst for change

## Collaboration as standard on the Bruce Highway Targeted Safety Program

### We'll be testing



Market Engagement



Program and packaging approach



Delivery Strategy Analysis



Assessing value for money differently

### We'll focus on

- ✓ Valuing performance
- ✓ Streamlining procurement
- ✓ Team continuity
- ✓ Enabling innovation and change



# The road ahead

## Collaboration for cost certainty

- + Improving design quality and correctness
- + Targeted earlier investigations to manage risk exposure through design and delivery
- + Address uncertainty with appropriate estimate allowances and contingency
- + Improving business case and pre-tender estimates including independent reviews
- + Value engineering to maximise whole-of-life benefits
- + Early industry and partner engagement and collaborative risk management



# Thank you

To those who have been on the journey with us

We extend our thanks to our Transport Infrastructure Advisory Board members, contractors, subcontractors, suppliers, contract administrators, consultants, designers, industry representatives, and TMR colleagues who have provided such a valuable contribution to our CTIP initiatives.

**We couldn't have done it without you!**



**Thank you and stay  
connected**

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