

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:18 AM
To: Anne Purcell
Subject: FW: Ind Review - West LGAs roundtable

OFFICIAL



Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000



I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

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OFFICIAL

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Monday, August 7, 2023 10:24 AM
To: Josh Watkin <Joshua.Watkin@transport.nsw.gov.au>
Cc: Camden Gilchrist <Camden.Gilchrist@minister.nsw.gov.au>; Anne elizabeth Purcell <Anne.Purcell@transport.nsw.gov.au>
Subject: RE: Ind Review - West LGAs roundtable

Many thanks for this Josh.

Will Mike and Amanda have a document for the meeting with the Minister and Premier tomorrow?

Kind regards

Scott Gartrell

Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

nsw.gov.au

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Sydney NSW 2000




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From: Josh Watkin <Joshua.Watkin@transport.nsw.gov.au>
Sent: Monday, August 7, 2023 10:05 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Camden Gilchrist <Camden.Gilchrist@minister.nsw.gov.au>; Anne elizabeth Purcell <Anne.Purcell@transport.nsw.gov.au>
Subject: Ind Review - West LGAs roundtable

OFFICIAL: Sensitive - NSW Government

Hi Scott,
Mike and Amanda met this morning with 

Some key points for information:

- All strongly supportive of Metro
- All Mayors emphasised their priority is simply no further delays, rather than (minor) delays to enable investigation of potential of an additional station
 - o Parramatta, Burwood, and Canada Bay emphasised they were proceeding to master planning community consultation in late Q3-2023, and uncertainty was jeopardising local development plans
- CoS, Parramatta, and Burwood emphasised opposition to any Metro SEPP that they are collaborating well already and there is no need to "usurp" this relationship
- In terms of "priority opportunities" (only if delay was already inevitable):
 - o Blacktown recommended Tallawong to St Marys, and questioned why there was such emphasis on achieving additional density at Marsden Park when Govt "hasn't even used its existing opportunities at Kellyville and Norwest?")
 - o Parramatta recommended Camellia
 - Acknowledged high contamination task & flooding risk, but questioned why DPE was pursuing a significant re-zoning effort if the Government did not already have appetite to invest in necessary remediation?)
 - o CoS emphasised Green Square
 - o Inner West agreed with existing scope, but argued that integrated road use strategy was missing to explain reforms to bus routes and manner in which WCX will be operated.

- Cumberland recommended Silverwater
- Inner West and Cumberland both requested urgent updates on Parramatta Road Corridor Urban Transformation Strategy – “little evidence of being pursued, despite re-zoning which has already occurred in expectation of further transport interventions”
- Unanimous and strong agreement with Interim Report finding that there is a notable disconnect between DPE and TfNSW strategic planning (esp in 3-10yr horizons)

Mike invited any written submissions to be provided back via myself by the end of August.

Best regards,
Josh

Joshua Watkin
Executive Director | Portfolio Strategy
Sydney Metro

Support: jodi.wyatt3@transport.nsw.gov.au

sydneymetro.info

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PO Box K659, HAYMARKET NSW 1240



**Pride
& Ally**
Transport
Network

I am a proud member of the Pride & Ally Transport Network. We are a group of employees who are proud to stand for inclusion. We are here to show our support for LGBTIQ+ people in our workplace, our communities and beyond. Our goal is for everyone to be their best selves, feel safe, respected, included and accepted for who they are.

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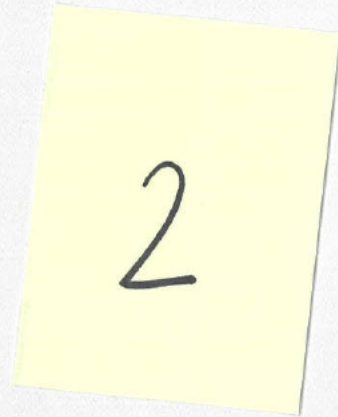
OFFICIAL: Sensitive - NSW Government

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:20 AM
To: Anne Purcell
Subject: FW: Metro Terms of Reference
Attachments: Metro Terms of Reference - Final.docx

Follow Up Flag: Follow up
Flag Status: Flagged


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Kind regards

Scott Gartrell
Chief of Staff

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Minister for Transport

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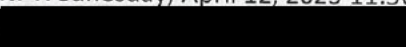
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From: Scott Gartrell
Sent: Wednesday, April 12, 2023 11:56 AM
To: 
Subject: Metro Terms of Reference

Hi Amanda

Very pleased to have you on-board for this review. I've attached the terms of reference for you to have a look at. Great if you can be here tomorrow, with the other reviewer, Mike Mrdak. Once we do the media event, it would be good to get together with you both on next steps. I'd involve the Metro CEO, Peter Regan, in that discussion.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport



Terms of Reference

Independent Review into the activities of Sydney Metro

1. Introduction

Sydney Metro is a transformative program of policy and investment with the capacity to improve travel in Sydney by creating a metro network of reliable turn-up-and-go services with fully accessible stations.

It has the potential to enhance public spaces with vibrant transport precincts and act as a catalyst for urban renewal and better connections. Sydney Metro can help to create and support new communities, improve amenity and deliver new integrated station developments.

Sydney Metro is one of many transit modes in Sydney's public transport system. It needs to be fully integrated with other modes, including heavy rail, bus connections, active transport or roads. Interoperability with the broader transport network is key to its success.

Improved services for passengers should always be the first principle of decision-making around large transport infrastructure developments. Decisions should not be based on a preference for one mode over another, but rather with a view to what will achieve the best outcomes for the traveling public and the people who work in the public transport network.

Sydney Metro also needs to be delivered in a cost-effective way. Taxpayers should have confidence they are getting the best value for money.

This review into Sydney Metro is designed to achieve these goals. It will examine value for money, delivery models, governance and passenger impact. It will thoroughly evaluate the delivery of Sydney Metro to date, the current state of progress against delivery targets and make recommendations for getting the maximum value out of the project and better integrating it with the wider network.


This review will be undertaken with a view to determining how to deliver a fully integrated, safe, accessible and reliable public transport system, not just a Sydney Metro.

2. Independent Review

The review into the activities of Sydney Metro will:

1. Review the program schedule and cost to complete each Sydney Metro project currently in delivery, including consideration of:
 - 1.1. the assumptions, risks and contingencies within each program schedule, including the risks against current public dates for completion; and
 - 1.2. the assumptions, risks and contingencies within current project estimates and budgets.
2. For the Sydney Metro City & South West project, taking account of the current status of delivery, assess:
 - 2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham;

- 2.2. the current and potential alternative plans for the completion of the project between Sydenham and Bankstown, including potential impacts on existing customers and implications for Sydney Trains arising from the temporary closures of the line; and
 - 2.3. the effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Sydney Metro services from Chatswood to Sydenham and on to Bankstown.
3. For the Sydney Metro West project, taking account of the current status of approvals, delivery contract procurement and construction, assess:
 - 3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project; and
 - 3.2. the current and alternative plans for the procurement of the remaining delivery contracts, including market appetite and extent to which lessons have been learnt from previous Sydney Metro and other mega projects.
 4. Assess the adequacy of the Sydney Metro organisation's governance, oversight, resourcing arrangements and project delivery practices, including:
 - 4.1. the development and implementation of strategy;
 - 4.2. the effectiveness of current governance arrangements and entity structure for the planning, procurement and delivery of projects;
 - 4.3. safety, project and risk management, and community and stakeholder engagement; and
 - 4.4. reporting and accountability arrangements with Transport for NSW and NSW Treasury.
 5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney/NSW Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.
 6. Assess the extent to which broader benefits realisation from Sydney Metro is being achieved, including:
 - 6.1. the effectiveness of arrangements between Sydney Metro and other NSW Government agencies; and
 - 6.2. opportunities where Sydney Metro could make a stronger contribution to delivering broader government social / economic objectives.

- 
1. Initial findings and recommendations to support the 2023-24 NSW State budget processes
 2. Final findings and recommendations to be targeted for October 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas


From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:23 AM
To: Anne Purcell
Subject: FW: Draft Metro Terms of Reference
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 3 Monday 10 April.docx

OFFICIAL

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

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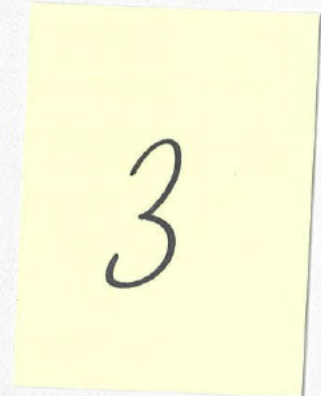
From: Scott Gartrell
Sent: Monday, April 10, 2023 9:40 AM
To: Jo Haylen <jo.haylen@parliament.nsw.gov.au>
Cc: Edward Ovadia <Edward.Ovadia@premier.nsw.gov.au>
Subject: Draft Metro Terms of Reference

Hi Jo

See attached current draft, with input from both Peter Regan and 

Kind regards

Scott Gartrell
Chief of Staff





Terms of Reference

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- 2.3. The effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Metro services from Chatswood to Sydenham and on to Bankstown.
3. For the Sydney Metro West project, taking account of the current status of approvals, construction and delivery contract procurement, assess:
 - 3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project (taking into account likely schedule and cost impacts); and
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 - 4.2. the effectiveness of current governance arrangements for the planning, procurement and delivery of projects;
 - 4.3. safety, project and risk management, and community and stakeholder engagement; and
 - 4.4. the extent to which employment and resourcing constraints/arrangements (including decision rights between Sydney Metro and Transport for NSW) are appropriate for the statutory functions and responsibilities of Sydney Metro
 - 4.5. reporting and accountability arrangements with Transport for NSW and NSW Treasury.
 - 4.6. Appropriateness of entity structure
5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.
6. Assess the extent to which broader benefits realisation from Sydney Metro is being impacted, including:
 - 6.1. Risks where Sydney Metro is relying on other NSW Government agencies to deliver outcomes before Metro benefits can be realised, including planning approvals and rezoning, (such as precinct development activities at The Bays Precinct on Metro West, or the Orchard Hills / Aerotropolis city/town centre development on Metro WSA)
 - 6.2. Opportunities for Sydney Metro to contribute to delivering broader government social / economic objectives (eg: diverse housing outcomes etc)

The review will provide advice in two stages, with:

DRAFT (Version 3 – 9.30 am 10 April 2023)

1. Initial findings and recommendations to support the 2023-24 NSW State budget process.
2. Final findings and recommendations to be targeted for 31 October, 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:23 AM
To: Anne Purcell
Subject: FW: Sydney Metro Inquiry
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 1 - 5pm 8 April 2023[4] pr.docx

OFFICIAL

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

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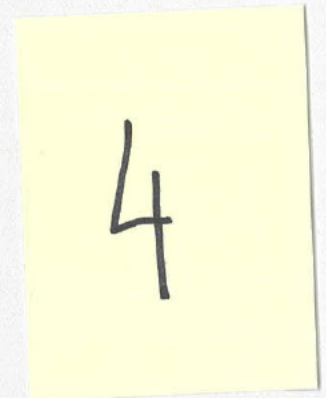
OFFICIAL

From: Scott Gartrell
Sent: Monday, April 10, 2023 8:35 AM

Subject: Fw: Sydney Metro Inquiry


I've just received the attached from Peter Regan. Can I ask you to make your changes to this version and get it back to me ASAP?

Many thanks.

Kind regards



Scott Gartrell
Chief of Staff
NSW Minister for Transport

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, 10 April 2023 7:54 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>; Edward Ovadia <Edward.Ovadia@premier.nsw.gov.au>;
Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Re: Sydney Metro Inquiry

Scott

Please see attached with my suggestions / comments for your consideration. Im very conscious its your review and scope but obviously would be happy to discuss any of the comments with you further.

As an overriding comment, this is a big task (even item 1 alone!), which will rely very heavily on provision of information and analysis / support from Metro resources, and to reach well considered outcomes will need in my view an approach that does not seek to reinvent the wheel or have considerable additional work prepared in slightly different formats from what already exists (most of the items in the draft scope are areas we already have considerable material, so Im glad you have included references to taking into account other reports eg INSW reviews as this will allow reviewers to get to the real issues more quickly). We should discuss further as the reviewers are likely to need significant support, so consideration of other consulting / specialist support for them would be appreciated.

One area I did not include, but you may also want to consider, is the area of broader benefits realisation where Metro is relying on other agencies to deliver outcomes before Metro benefits can be delivered. Key examples would The Bays Precinct on Metro West, or the Orchard Hills / Aerotropolis city/town centre development on Metro WSA – where a broader delay or failure to delivery those precincts by other government agencies would sufficiently undermine the rationale for investment in the Metro. Similarly, the role Metro can play in delivering broader government social / economic objectives (eg: diverse housing outcomes etc) could be worthy of consideration, or alternatively considered in separate cross govt forums.

Will respond on potential reviewers separately.

Peter

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Sunday, 9 April 2023 at 12:28 pm
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>, Edward Ovadia <Edward.Ovadia@premier.nsw.gov.au>, Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Sydney Metro Inquiry

CAUTION: This email is sent from an external source. Do not click any links or open attachments unless you recognise the sender and know the content is safe.

Hi Peter

Further to our conversation today. Please see attached the current draft terms of reference for the proposed Sydney Metro Inquiry. We're still finalising it, but are keen to get your feedback and input. I will have a more final version by later today.

Amended time frames for reporting will be in three phases: First end of June; Second as inputs to the budget preparations; and third by calendar year end. As also discussed, we're proposing that there be two reviewers: Rodd Staples and a second person.

Am currently looking at candidates for the second reviewer, including [REDACTED]

Appreciate your views on these and other candidates that you consider might add independence and the right level of financial scrutiny in particular.

Minister would like to take the Inquiry, including those conducting it, [REDACTED] if you could also advise on [REDACTED] get us ready for [REDACTED]

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[REDACTED]

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 - 4.5. reporting and accountability arrangements with [Transport for NSW and NSW Treasury.](#)
 - 4.6. [Appropriateness of entity structure](#)

4.4.

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DRAFT (Version 1 – 5pm 8 April 2023)

5. Consider the adequacy of arrangements between Sydney Metro ([and its contracted operators](#)), Transport for NSW (and its contracted operators) and Sydney Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.

The review will provide advice in two stages, with:

1. Initial findings and recommendations to be provided by 30 June 2023
2. Final findings and recommendations to be provided by **xx yyyy** 2023

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway [and Deep Dive](#) Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas

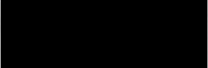
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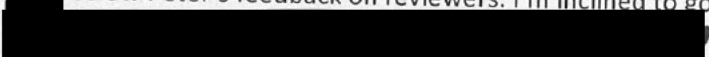
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From: Scott Gartrell
Sent: Monday, April 10, 2023 8:58 AM
To: Jo Haylen <jo.haylen@parliament.nsw.gov.au>
Subject: FW: Sydney Metro Inquiry

Hello again

See below Peter's feedback on reviewers. I'm inclined to go with the Mrdak recommendation of 


Give me a call when you have read both emails.

Kind regards

Scott Gartrell



Chief of Staff
NSW Minister for Transport

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>

Sent: Monday, 10 April 2023 8:37 AM

To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>

Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>; Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>;
Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>

Subject: Re: Sydney Metro Inquiry

Scott

On reviewers, I don't know all of them so wont comment on those I don't. A few other options set out below as well.

[REDACTED] very capable, and has a good understanding of contractors / tight budgets / delivery issues. She would be good but maybe a big ask if alongside current role. Similarly, [REDACTED] would provide a very level headed contribution (he is well up to speed on metro issues, having co-written a lessons learnt paper with me last year).

[REDACTED] could be another option, very experienced – is involved in Metro is a couple of "independent" roles already, he is Chair of the CSW dispute avoidance panel and also chair of the CSW Joint Project Committee (non contractual forum between senior figures from Metro and delivery partners)

I know [REDACTED] well, while she has a strong planning background Im not sure she really has the credentials in mega project delivery that this review would benefit from.

[REDACTED] would be another strong candidate, PWC have no major current involvement in Metro and Tim has a strong team who would bring a lot of expertise including in ops readiness.

As discussed, in the consultant space [REDACTED] would be excellent – already up to speed on CSW having done some independent reports for me/Metro Board, not currently engaged.

Other options in the consulting space could be [REDACTED] although I think they are also EY? Havent worked with them myself but [REDACTED] seems well regarded across industry as well.

On the financing side, [REDACTED] would be worth considering, he has done some INSW reviews of Metro in last couple of years and understand the challenges and context quite well, obviously has strong govt finance, PPP, contractor background.

Happy to discuss

Peter

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>

Date: Monday, 10 April 2023 at 7:54 am

To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>

Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>, Edward Ovadia <Edward.Ovadia@premier.nsw.gov.au>, Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
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From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Sunday, 9 April 2023 at 12:28 pm
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>, Edward Ovadia <Edward.Ovadia@premier.nsw.gov.au>, Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Sydney Metro Inquiry

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Hi Peter

Further to our conversation today. Please see attached the current draft terms of reference for the proposed Sydney Metro Inquiry. We're still finalising it, but are keen to get your feedback and input. I will have a more final version by later today.

Amended time frames for reporting will be in three phases: First end of June; Second as inputs to the budget preparations; and third by calendar year end. As also discussed, we're proposing that there be two reviewers: [REDACTED] and a second person.


Am currently looking at candidates for the second reviewer, including [REDACTED]

[REDACTED]
[REDACTED]
Appreciate your views on these and other candidates that you consider might add independence and the right level of financial scrutiny in particular.

[REDACTED]
Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[REDACTED]

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Tina Flaskas


From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:24 AM
To: Anne Purcell
Subject: FW: Sydney Metro Inquiry
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 3 Monday 10 April.docx

OFFICIAL

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

nsw.gov.au

52 Martin Place
Sydney NSW 2000



I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

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From: Scott Gartrell
Sent: Monday, April 10, 2023 10:39 AM
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Cc: Edward Oviaia <Edward.Oviaia@premier.nsw.gov.au>; Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: RE: Sydney Metro Inquiry

Hi Peter

See attached current version.

Kind regards

Scott Gartrell

Chief of Staff
NSW Minister for Transport
[REDACTED]

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, 10 April 2023 9:01 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>; Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Re: Sydney Metro Inquiry

Now included in attached.

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Monday, 10 April 2023 at 8:38 am
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Cc: Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>, Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: RE: Sydney Metro Inquiry

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Thanks Peter.

Agree with those comments. Can I ask you to include a point in the terms about the broad point you make about the precinct benefits, particularly housing?

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport
[REDACTED]

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, 10 April 2023 7:54 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>; Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>; Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Re: Sydney Metro Inquiry

Scott

Please see attached with my suggestions / comments for your consideration. Im very conscious its your review and scope but obviously would be happy to discuss any of the comments with you further.

As an overriding comment, this is a big task (even item 1 alone!), which will rely very heavily on provision of information and analysis / support from Metro resources, and to reach well considered outcomes will need in my view an approach that does not seek to reinvent the wheel or have considerable additional work prepared in slightly different formats from what already exists (most of the items in the draft scope are areas we already have considerable material, so I'm glad you have included references to taking into account other reports eg INSW reviews as this will allow reviewers to get to the real issues more quickly). We should discuss further as the reviewers are likely to need significant support, so consideration of other consulting / specialist support for them would be appreciated.

One area I did not include, but you may also want to consider, is the area of broader benefits realisation where Metro is relying on other agencies to deliver outcomes before Metro benefits can be delivered. Key examples would be The Bays Precinct on Metro West, or the Orchard Hills / Aerotropolis city/town centre development on Metro WSA – where a broader delay or failure to deliver those precincts by other government agencies would sufficiently undermine the rationale for investment in the Metro. Similarly, the role Metro can play in delivering broader government social / economic objectives (eg: diverse housing outcomes etc) could be worthy of consideration, or alternatively considered in separate cross govt forums.

Will respond on potential reviewers separately.

Peter

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: Sunday, 9 April 2023 at 12:28 pm
To: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Cc: Susan Carroll <Susan.Carroll@transport.nsw.gov.au>, Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>, Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Sydney Metro Inquiry

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Hi Peter

Further to our conversation today. Please see attached the current draft terms of reference for the proposed Sydney Metro Inquiry. We're still finalising it, but are keen to get your feedback and input. I will have a more final version by later today.

Amended time frames for reporting will be in three phases: First end of June; Second as inputs to the budget preparations; and third by calendar year end. As also discussed, we're proposing that there be two reviewers: [REDACTED] and a second person.

Am currently looking at candidates for the second reviewer, including [REDACTED]

Appreciate your views on these and other candidates that you consider might add independence and the right level of financial scrutiny in particular.

[REDACTED]

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport

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Terms of Reference

Independent Review into the activities of Sydney Metro

1. Introduction

Sydney Metro is a transformative program with the capacity to improve travel in Sydney by creating a metro network of reliable turn-up-and-go services with fully accessible stations.

It has the potential to enhance public spaces with vibrant transport precincts and act as a catalyst for urban renewal and better connections. Sydney Metro can help to create and support new communities, improve amenity and deliver new integrated station developments.

Sydney Metro is one of many transit modes in Sydney's public transport system. It needs to be fully integrated with other modes, including heavy rail, bus connections, active transport or roads. Interoperability with the broader transport network is key to its success.

Improved services for passengers should always be the first principle of decision-making around large transport infrastructure developments. Decisions should not be based on a preference for one mode over another, but rather with a view to what will achieve the best outcomes for the traveling public and the people who work in the public transport network.

Sydney Metro also needs to be delivered in a cost-effective way. Taxpayers should have confidence they are getting the best value for money.

This review into Sydney Metro is designed to achieve these goals. It will examine value for money, delivery models, governance and passenger impact. It will thoroughly evaluate the delivery of Sydney Metro to date, the current state of progress against delivery targets and make recommendations for getting the maximum value out of the project and better integrating it with the wider network.

This review will be undertaken with a view to determining how to deliver a fully integrated, safe, accessible and reliable public transport system, not just a Sydney Metro.

2. Independent Review

The review into the activities of Sydney Metro will:

1. Review the program schedule and cost to complete each Sydney Metro project currently in delivery, including consideration of:
 - 1.1. the assumptions, risks and contingencies within each program schedule, including the risks against current public dates for completion; and
 - 1.2. the assumptions, risks and contingencies within current project estimates and budgets.
2. For the Sydney Metro City & South West project, taking account of the current status of delivery, assess:
 - 2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham; and

- 2.2. the current and potential alternative plans for the completion of the project between Sydenham and Bankstown, including potential impacts on existing customers and implications for Sydney Trains arising from the temporary closures of the line.
 - 2.3. The effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Metro services from Chatswood to Sydenham and on to Bankstown.
3. For the Sydney Metro West project, taking account of the current status of approvals, construction and delivery contract procurement, assess:
 - 3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project (taking into account likely schedule and cost impacts); and
 - 3.2. the current and alternative plans for the procurement of the remaining delivery contracts, including market appetite and extent to which lessons have been learnt from previous Sydney Metro and other mega projects.
4. Assess the adequacy of the Sydney Metro organisation's governance (including the role of the Sydney Metro Board), oversight, resourcing arrangements and project delivery practices, including:
 - 4.1. the development and implementation of strategy;
 - 4.2. the effectiveness of current governance arrangements for the planning, procurement and delivery of projects;
 - 4.3. safety, project and risk management, and community and stakeholder engagement; and
 - 4.4. the extent to which employment and resourcing constraints/arrangements (including decision rights between Sydney Metro and Transport for NSW) are appropriate for the statutory functions and responsibilities of Sydney Metro
 - 4.5. reporting and accountability arrangements with Transport for NSW and NSW Treasury.
 - 4.6. Appropriateness of entity structure
5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.
6. Assess the extent to which broader benefits realisation from Sydney Metro is being impacted, including:
 - 6.1. Risks where Sydney Metro is relying on other NSW Government agencies to deliver outcomes before Metro benefits can be realised, including planning approvals and rezoning, (such as precinct development activities at The Bays Precinct on Metro West, or the Orchard Hills / Aerotropolis city/town centre development on Metro WSA)
 - 6.2. Opportunities for Sydney Metro to contribute to delivering broader government social / economic objectives (eg: diverse housing outcomes etc)

The review will provide advice in two stages, with:

DRAFT (Version 3 – 9.30 am 10 April 2023)

1. Initial findings and recommendations to support the 2023-24 NSW State budget process.
2. Final findings and recommendations to be targeted for 31 October, 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas

From: Scott Gartrell
Sent: Tuesday, 12 September 2023 11:24 AM
To: Anne Purcell
Subject: FW: Metro Terms of reference
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 4 - 11am 10 April 2023.docx

OFFICIAL

Kind regards

Scott Gartrell
Chief of Staff

Office of the Hon Jo Haylen MP
Minister for Transport

 E scott.gartrell@minister.nsw.gov.au

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52 Martin Place
Sydney NSW 2000



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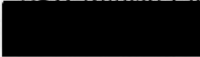
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From: Scott Gartrell
Sent: Monday, April 10, 2023 11:35 AM
To: Edward Ovia <Edward.Ovia@premier.nsw.gov.au>; Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>
Subject: Metro Terms of reference

Hi Both
See attached the latest (and hopefully final) version.

Kind regards

Scott Gartrell
Chief of Staff



Terms of Reference

Independent Review into the activities of Sydney Metro

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 - 4.2. the effectiveness of current governance arrangements and entity structure for the planning, procurement and delivery of projects;
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 - 4.4. reporting and accountability arrangements with Transport for NSW and NSW Treasury.
 5. Consider the adequacy of arrangements between Sydney Metro (and its contracted operators), Transport for NSW (and its contracted operators) and Sydney/NSW Trains to deliver integrated transport services as projects are completed and transition into operation, and the role of Sydney Metro in building the resilience of Sydney's transport network into the future.
 6. Assess the extent to which broader benefits realisation from Sydney Metro is being achieved, including:
 - 6.1. the effectiveness of arrangements between Sydney Metro and other NSW Government agencies; and
 - 6.2. opportunities where Sydney Metro could make a stronger contribution to delivering broader government social / economic objectives.

The review will provide advice in two stages, with:

1. Initial findings and recommendations to support the 2023-24 NSW State budget processes
2. Final findings and recommendations to be targeted for October 2023, or later in 2023 if additional time is considered necessary.

The review will have regard to, but not be limited by information available from Sydney Metro, Transport for NSW, Infrastructure NSW Gateway and Deep Dive Reviews and other key stakeholders in NSW Government and industry.