

Tina Flaskas


From: Scott Gartrell
Sent: Monday, 18 September 2023 4:56 PM
To: Anne Purcell
Subject: FW: CV
Attachments: 2022 CV.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.

OFFICIAL

From: Scott Gartrell 
Sent: Monday, September 18, 2023 4:50 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Fwd: CV

Kind regards

Scott Gartrell


Begin forwarded message:

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Date: 11 April 2023 at 9:09:12 pm AEST
To: Scott Gartrell [REDACTED]
Subject: Fwd: CV

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Tuesday, April 11, 2023 9:08:42 PM
To: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Subject: Fwd: CV

From: Amanda Yeates <amanda@suncentralmaroochydore.com.au>
Sent: Tuesday, April 11, 2023 9:04:11 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: CV

Evening Scott

Attached as discussed is my CV. It was current as at 2022- I have not updated to reflect my current role. I will do that over the coming days and resend.

Amanda Yeates

CHIEF EXECUTIVE OFFICER
SUNCENTRAL MAROOCHYDORE P/L

Suite G, 1st Floor, Plaza Links
5 Plaza Parade, Maroochydore, QLD Australia, 4558
PO Box 1458, Maroochydore, QLD Australia, 4558
[REDACTED]

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AMANDA YEATES



OBJECTIVE

I have thirty years' experience working as an Engineer, predominantly in leading planning, delivery and operation of public infrastructure. Through my leadership roles in the Department of Transport and Main Roads (TMR) I have led a significant culture shift to position the delivery, management and operation of transport infrastructure to drive economic vibrancy, sustainability and community outcomes.

I am an experienced, contemporary leader, well respected and admired in my workplace and across the civil infrastructure sector for the work that I do in improving industry collaboration, diversity, sustainability and the safety and well being of our people.

I have strong abilities in managing stakeholder relationships and negotiating outcomes with multiple, complex and often competing stakeholders. This was demonstrated most recently through my leadership of the successful implementation of the Government's 'Collaborative Contracting and Better Practice in Civil Construction' policy. This required I lead the negotiation of outcomes with industry associations, contractor and consulting firms, multiple building and trades unions, and the elected government. The policy is now successfully being implemented on major transport civil infrastructure projects.

A Registered Professional Engineer in Queensland, a Chartered Engineer, Fellow of Engineers Australia, I am also a Board Member Cross River Rail; Board Member on the Australian Flexible Pavement Association; Board Member Infrastructure Sustainability Council; Adjunct Fellow, University of the Sunshine Coast and Chair Australian Institute of Company Directors Sunshine Coast Committee.

LEADERSHIP

Experience

- I currently lead over 3,500 staff within the division successfully delivering the TMR capital, maintenance and operational programs, totalling in excess of \$5b annually.
- I lead the development and delivery of the TMR capital and operational innovation agenda which includes Spatial Strategy and Digital Twin programs;
- Through the Collaborative Contracting Taskforce, which I established and chair, I am leading significant procurement and delivery reform to increase productivity and reduce time and cost in the procurement and delivery for public civil infrastructure
- I am leading a major cultural repositioning agenda within the agency around gender-based violence, alcohol management and mental health and wellbeing, which have all been significant challenges in the TMR workforce, particularly during COVID times.

Competencies

- I have strong strategic, business, policy, financial and political acumen, demonstrated through my ongoing success in delivering the TMR annual infrastructure program of in excess of \$5 billion.
- I lead the management of complex stakeholder relationships across the civil transport infrastructure portfolio. These relationships include industry associations; trade unions; contracting and consulting partners; environmental groups; other government agencies and elected representatives. I have a reputation for being firm but fair, for listening, being curious about other points of view. These attributes support my success in negotiating outcomes.
- I developed the highly successful approach to managing the delivery of the TMR annual delivery program (QTRIP). The approach I developed and led to implementation moved the organisation from consistently underdelivering against its' published annual QTRIP, to consistently fully delivering against the published program. Prior to my leading this initiative the agency had never fully delivered against its published annual QTRIP, and since I implemented the new approach, there have been five years of consistent full delivery against program.
- This year I led the development of the Transport Civil Infrastructure Collaborative Charter, and the Collaborative Contracting Taskforce. Working with industry, this Taskforce is transforming the way transport civil infrastructure projects are procured and delivered in Queensland, reducing procurement timeframes and cost and incentivising behaviours across the sector that promote innovation and collaboration to reduce cost, time and risk.

Style

- I am a leader known for focussing on building trust and being trustworthy. I have a reputation for living my values of *courage* and *connection*.
- I have courage in times of uncertainty. I am known for being able to stay in tough situations when they get uncomfortable. I am known as a leader who challenges the norms and navigates risk to support continuous improvement.
- As a leader I 'put myself out there', regularly leading discussion forums within my organisation and across industry on future workforce, leadership, diversity, sustainability, innovation and safety and wellbeing.
- I am a talented story teller and I use this style very successfully in my leadership approach.

EXPERIENCE

Department of Transport and Main Roads | Deputy Director-General | July 2018 - present

- Leadership of a division of over 3,500 staff across Qld
- Leading the successful delivery of the Divisions' in excess of \$5 billion annual Queensland Transport and Roads Investment Program.

- Leading the delivery of major transport civil infrastructure projects including Toowoomba Second Range Crossing; Bruce Highway Upgrade Program; Pacific Motorway Upgrades, Coomera Connector; Gold Coast Light Rail and Beerburrum to Nambour Rail Upgrade (Stage 1).
- Leading the negotiation and successful New Generation Rolling Stock accessibility upgrades.
- Leading Divisional culture that focusses on motivating and developing a strong, diverse, inclusive workplace and fostering talent; an environment where individuals feel they are contributing; learning and enjoying success in the workplace
- Setting a standard for high performance in the Division with a focus on a strategy built on the importance of 'reputation; relationships and culture'.
Leading business transformation to focus on network operations; real time customer information and a targeting network efficiency and demand management measures to reduce congestion.

Department of Transport and Main Roads | Regional Director North Coast | December 2013 – May 2016; and General Manager Program | May 2016 – July 2018

- Leading the management and operation of the regions' transport infrastructure and then translating the regional context to state-wide success.
- Leading delivery of the region's annual investment program.
- Leading development assessment, including the interface with developers.
- Leading planning delivery for the region
- Leading a change in culture for the region that focussed on maximising outcomes through innovation in procurement and project management.
- Leading a culture that values customer engagement and strives to maximise social, economic, environmental and cultural outcomes for transport investment in Queensland.

General Manager Integrated Transport Planning | January 2011 – December 2013

- Implementation of centralised coordination and delivery of state-wide planning.
- Leading key transport infrastructure planning.
- Leading a team of more than 200 professionals delivering the Department's transport planning.

Department of State Development | Executive Director | 2007 - 2011

- Contract administration for infrastructure delivery including Paradise and Wyalarong Dams.
- Government lead in implementing the Western Cape Coexistence Agreement (Indigenous Land Use Agreement supporting the Rio Tinto Western Cape alumina mine).
- Contractual management of the Department's significant relationship agreements including Tourism Queensland and the Queensland Investment Incentive Scheme.

Environmental Protection Agency | Director Planning | 2006 - 2007

- Leading the terrestrial and marine sustainability policy reform;
- Leading tenure transfer under the South East Qld Forests Agreement.
- Leading the State Coastal Plan review.

Department of Primary Industries | Engineer and Senior Advisor Planning | 1995 - 2006

- Advising on access to and development of forest based industries.
- Regional planning for forest based industries.

Multinail Australia | Design Engineer | 1993 - 1995

- Design and project management.
- On site construction management.

PROFESSIONAL AFFILIATIONS, BOARDS AND COMMITTEES

Registered Professional Engineer Queensland | Board of Professional Engineers

Fellow | Engineers Australia

Member | Australian Institute of Company Directors

Adjunct Fellow | University of the Sunshine Coast

Chair | Australian Institute of Company Directors Sunshine Coast Regional Committee

Chair | Engineering Industry Advisory Council | University of the Sunshine Coast

Board Member | Cross River Rail

Board Member | Australian Flexible Pavements Association

Board Member | Infrastructure Sustainability Council

EDUCATION

University of Queensland | Bachelor of Engineering (Civil) | 1993

Australian Institute of Company Directors | Board Directors Course | 2015

REFEREES

Mr Neil Scales OBE

Director General

Department of Transport and Main Roads



John.witheriff@minterellison.com

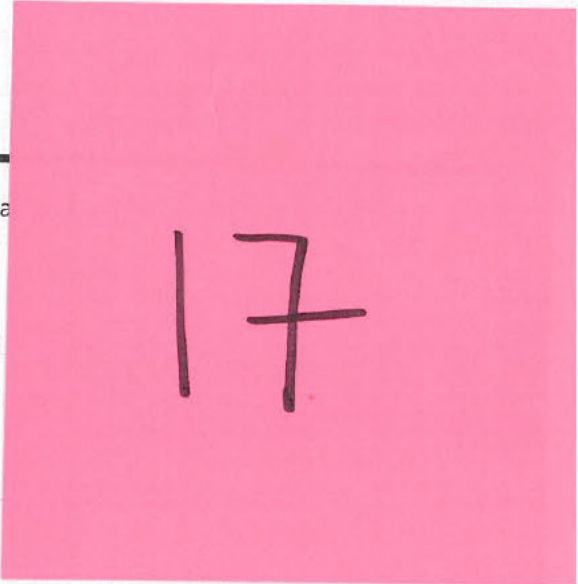
Mr John Witheriff AM

Chairman, MinterEllison Gold Coast

Chairman, GoldLinQ Consortium, (delivering and operating Gold Coast Light Rail)

Tina Flaskas

From: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Sent: Tuesday, 19 September 2023 8:46 AM
To: Anne Purcell
Subject: FW: Sydney Metro Inquiry
Attachments: 09042023 SYD Metro review intro vs 2.docx



From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Monday, 10 April 2023 8:54 AM
To: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Subject: FW: Sydney Metro Inquiry

Morning

Two things. See Ed's comments on Peter's point about the broader policy benefits of Metro. It fits in with the way we've written the intro (see attached).

I've asked Peter to include a point on that in the draft terms and will then add the attached intro to it, if you're ok with that. Ed suggests you talk with Minister Scully about the including the housing reference. May have to be done in parallel with us finalising this and [REDACTED]

Kind regards

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

From: Edward Ovidia <Edward.Ovidia@premier.nsw.gov.au>
Sent: Monday, 10 April 2023 7:57 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Michael Buckland <Michael.Buckland@treasurer.nsw.gov.au>; James Cullen <James.Cullen@premier.nsw.gov.au>
Subject: Re: Sydney Metro Inquiry

The point about housing is a good one. Could be worth Jo talking to Scully about whether there's scope to wrap in some housing elements given our commentary around density near metro stations.

From: Peter Regan <Peter.Regan@transport.nsw.gov.au>
Sent: Monday, April 10, 2023 7:54:06 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 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, to [REDACTED] if you could also advise on [REDACTED] to get us ready for a [REDACTED]

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport

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OFFICIAL

Review opening para - Metro:

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.

The 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.

Tina Flaskas

From: Jo Haylen <Jo.Haylen@parliament.nsw.gov.a
Sent: Tuesday, 19 September 2023 8:46 AM
To: Anne Purcell
Subject: FW: Sydney Metro Review - Draft ToRs

18

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Sunday, 9 April 2023 8:44 AM
To: Ross Neilson <Ross.Neilson@minister.nsw.gov.au>; Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Subject: RE: Sydney Metro Review - Draft ToRs

Morning Both

Yes, all good points Jess and I reckon we'll have to tighten it up. But I'd rather give that job to Prems/Treasurer's office. Let's see how we go on the call.

Kind regards

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

From: Ross Neilson <Ross.Neilson@minister.nsw.gov.au>
Sent: Sunday, 9 April 2023 8:11 AM
To: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>; Jo Haylen <jo.haylen@parliament.nsw.gov.au>
Subject: Re: Sydney Metro Review - Draft ToRs

Yes good points Jess

From: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Sent: Sunday, April 9, 2023 8:09:14 AM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>; Jo Haylen <jo.haylen@parliament.nsw.gov.au>
Cc: Ross Neilson <Ross.Neilson@minister.nsw.gov.au>
Subject: Re: Sydney Metro Review - Draft ToRs

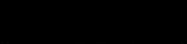
One quick comment: re timelines, I wonder if we'd have to work backwards from the budget (will that be September or earlier/later)? Interim timeline is a bit long as proposed - end June - and what does a final report and recommendation look like as we'll be up against budget decisions. I assume whatever we end up doing, will need to be fed in and squared off in the first budget - or is there appetite to have a bigger piece of work running for longer? Feel like the politics of this is such that we'll only get one shot at a bigger project/cost overhaul.

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Saturday, April 8, 2023 5:33:35 PM
To: Jo Haylen <jo.haylen@parliament.nsw.gov.au>

Cc: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Ross Neilson <Ross.Neilson@minister.nsw.gov.au>
Subject: FW: Sydney Metro Review - Draft ToRs

Hi Jo
See attached. I have a meeting at 11 in the morning with Treasurer's and Prem's offices to go through this. Let me know if you have any changes.

Kind regards

Scott Gartrell
Chief of Staff
NSW Minister for Transport


From: 
Sent: Saturday, 8 April 2023 5:26 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Sydney Metro Review - Draft ToRs

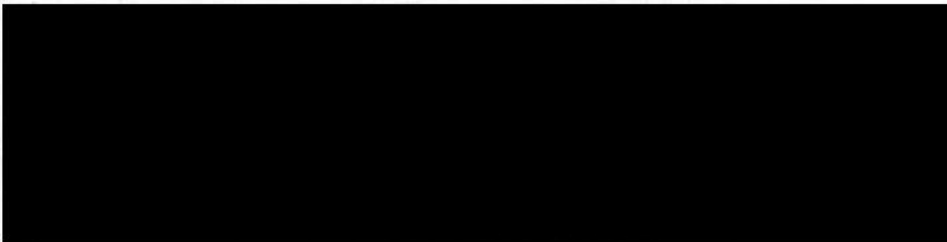
Hello Scott

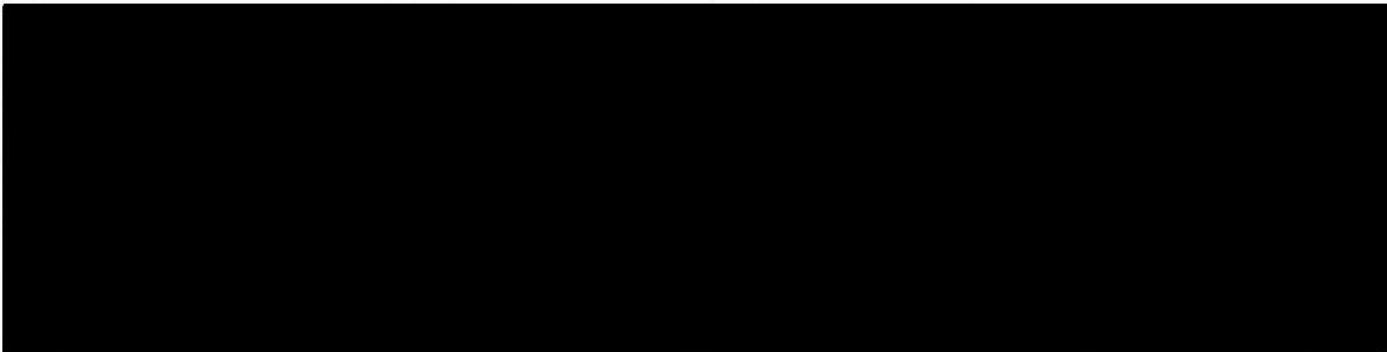
As discussed, draft ToRs are attached. Happy to discuss this evening or in the morning, and update as required.

Separately, I would like to continue you the discussion about the pros/cons of my involvement in this. I went the best outcome for government and the projects.

Talk soon.







Tina Flaskas

From: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Sent: Tuesday, 19 September 2023 8:47 AM
To: Anne Purcell
Subject: FW: Draft Metro Terms of Reference
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 3 Monday 10 April.docx

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Monday, 10 April 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 [REDACTED]

Kind regards

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

19

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: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Sent: Tuesday, 19 September 2023 8:47 AM
To: Anne Purcell
Subject: FW: Metro
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 4 - 11am 10 April 2023.docx

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Monday, 10 April 2023 11:37 AM
To: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Cc: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Ross Neilson <Ross.Neilson@minister.nsw.gov.au>
Subject: Metro

Hi Jo

See attached the latest and hopefully final, Terms of Reference for the Metro Inquiry.

I spoke with [REDACTED] We're just working the first up for tomorrow and will get something to you this afternoon.

Kind regards

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



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Terms of Reference

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 - 1.2. the assumptions, risks and contingencies within current project estimates and budgets.
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- 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.
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 - 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.

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.

Tina Flaskas

From: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Sent: Tuesday, 19 September 2023 8:47 AM
To: Anne Purcell
Subject: FW: Sydney Metro Review - Draft ToRs
Attachments: Sydney Metro Review - Terms of Reference - DRAFT 1 - 5pm 8 April 2023.docx

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Saturday, 8 April 2023 5:34 PM
To: Jo Haylen <Jo.Haylen@parliament.nsw.gov.au>
Cc: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>; Ross Neilson <Ross.Neilson@minister.nsw.gov.au>
Subject: FW: Sydney Metro Review - Draft ToRs

Hi Jo
See attached. I have a meeting at 11 in the morning with Treasurer's and Prem's offices to go through this. Let me know if you have any changes.

Kind regards

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

From: [REDACTED]
Sent: Saturday, 8 April 2023 5:26 PM
To: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Subject: Sydney Metro Review - Draft ToRs

Hello Scott

As discussed, draft ToRs are attached. Happy to discuss this evening or in the morning, and update as required.

Separately, I would like to continue you the discussion about the pros/cons of my involvement in this. I went the best outcome for government and the projects.

Talk soon.

Kind regards
[REDACTED]

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Terms of Reference

Independent Review into the activities of Sydney Metro

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 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.
3. For the Sydney Metro West project, taking account of the current status of approvals and delivery contract procurement, 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.
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 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**.
5. Consider the adequacy of arrangements between Sydney Metro, 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 Reviews and other key stakeholders in NSW Government and industry.

Tina Flaskas

From: Camden Gilchrist
Sent: Tuesday, 19 September 2023 9:48 AM
To: Anne Purcell
Subject: FW: Sydenham to Bankstown Alliance (SBA) Submission for Sydney Metro Review 2023
Attachments: Sydenham to Bankstown Alliance (SBA) Submission for Sydney Metro Review June 2023 final signed.pdf

OFFICIAL

I met with this group on request of the Minister regarding their submission to the Sydney Metro Review.

OFFICIAL

From: Sydenham to Bankstown Alliance <sydballiance@hotmail.com>
Sent: Friday, June 16, 2023 9:36 PM
To: Haylen Office Email <office@haylen.minister.nsw.gov.au>; Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Cc: Gianni Zaetta-Moseley <Gianni.Zaetta-Moseley@minister.nsw.gov.au>; Camden Gilchrist <camden.gilchrist@minister.nsw.gov.au>; Gareth Wreford [REDACTED]
Subject: Sydenham to Bankstown Alliance (SBA) Submission for Sydney Metro Review 2023

Hi Jessika

Please see attached the Sydenham to Bankstown Alliance (SBA) Submission for the Sydney Metro Review 2023.

Could you kindly forward the SBA Submission to Mr Mike Mrdak, Sydney Metro Review Chairperson.

Thank you

From: Sydenham to Bankstown Alliance
Sent: Thursday, May 18, 2023 11:20 PM
To: Jessika Loefstedt <Jessika.Loefstedt@minister.nsw.gov.au>
Cc: Gianni.Zaetta-Moseley@minister.nsw.gov.au; camden.gilchrist@minister.nsw.gov.au; Gareth Wreford [REDACTED]; Stephen Longhurst <[REDACTED]> [REDACTED]
Subject: Sydenham to Bankstown Alliance (SBA) Meeting - 18 May 2023

Hi Jessika

Good to meet you today, and a big thank you to Gianni and Camden for meeting with the Sydenham Bankstown Alliance (SBA). We would like to request the opportunity to meet with you in November following the completion of both Sydney Trains and Sydney Metro Reviews.

The Sydenham to Bankstown Alliance (SBA) supports improvements to the existing Sydney Trains Network especially increased frequencies (through digital signalling) and infrastructure upgrades (accessible stations funded by Transport Access Program) especially along the entire T3 Bankstown Line (including West of Bankstown).

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The SBA are also advocates for sustainable development of quality housing, and the delivery of critical community infrastructure such upgrades to hospitals, schools and parks.

Through the cost-savings of digital signalling (similar to the T4 Illawarra Line and T8 Airport Line upgrades for trains every 2 minutes) instead on Sydney Metro Southwest, the NSW Government can achieve this win:win scenario.

Thank you again for receipt of the SBA letter "Better Options for T3 Bankstown line" (17 April 2023) and our SBA submission for the "Sydney Trains Review" (8 May 2023). These will be followed in the next fortnight by our submission towards the "Sydney Metro Review".

Key discussion points from today's meeting include:

- The rationale for Metro Southwest is unclear. The question of why it is worth cutting the T3 Bankstown Line half, and then replacing the Sydenham to Bankstown trains with trains that run on the same line lacks an genuine answer to date.

The Business Case process has failed to compare any costs and benefits of a digital signalling upgrade for the entire T3 Bankstown Line (including City Circle) against the Sydney Metro Southwest project. This is a critical gap in the Business Case resulting in exaggerated appearance of viability for Sydney Metro, of which we trust will be addressed during the current Review processes.

The full Business Case deserves to be reviewed to reflect the current patronage demand trends (in lieu of the 2016 Business Case's reliance on 2012 data from the Sydney's Rail Future/NSW Long Term Transport Masterplan, and the low post-COVID pandemic commuter numbers). It does not appear that the current Sydney Metro Southwest project is viable.

- Conversion of the physical Sydenham to Bankstown line into Metro to a large extent has not commenced, there the Metro can terminate at Sydenham. The remaining station and accessibility upgrades can continue as part of the Transport Access Program. With a digital signalling upgrade, Sydney Trains Network services will be improved along the T3 Bankstown Line hence avoiding the political risk of 'cancelling' a project.

The NSW Government could deliver better services sooner and also at less expense to the taxpayer through digital signalling upgrades for Sydney Trains.

- In addition with digital signalling, major political pain for the NSW Government and hardship for the local community (human and financial) can be avoided by not proceeding with an extended closure of the T3 Bankstown Line (including some stations outside of Sydenham to Bankstown) of up to 12 months for Metro conversion. The removal of rail services will impact the same South West Sydney communities severely impacted by the COVID lockdowns.

Twelve months of replacement buses will also be expensive both in temporary transport operations (bus fleet, staff, environment) and for local businesses facing revenue loss from Metro construction impacts and changed patronage patterns.

- The T3 Bankstown Line (including the West of Bankstown) is a fundamental part of the Sydney Trains Network not only providing connecting services for Liverpool, Regents Park, and Lidcombe with Sydenham to Bankstown stations and the City Circle, the line is the relief value to both South West Sydney and Western Sydney.

The former NSW Government commenced the staged closure of the T3 Bankstown Line with the 2013 timetable change removing the Bankstown to City via Regents Park and Liverpool to City via Regents Park services in lieu of using Lidcombe and Cabramatta as the terminals for the original Sydney Metro Southwest plans (announced in 2012 through Sydney's Rail Future/NSW Long Term Transport Masterplan).

Sydney Metro Southwest (as announced in 2014 being Sydenham to Bankstown) will result in Birrong and Yagoona being the only 2 stations in Sydney's rail network not having a direct train to Central/City.

Significant questions remain regarding the long-term future of rail services in the West of Bankstown as elements within Transport for NSW are advocating for Birrong, Yagoona and possibly other nearby stations to be serviced by bus after Sydney Metro Southwest is completed.

- The money saved by implementing digital signalling instead of replacing (half) a train line with a train line can be redirected to services and infrastructure our community needs like Canterbury Hospital, schools, and green space.

The NSW Government has a golden opportunity to announce better train services, no temporary shutdown for Sydenham to Bankstown, no long-term shutdown of West of Bankstown (and restoration of direct train services to City Circle via Lidcombe/Inner West Line), AND be delivering on what the community needs with upgraded hospitals, school and parks.

Thank you very much for your time today. We look forward to meeting with Gianni, Camden, and yourself again.

In the meantime should you have any queries about our position or submissions please feel free to contact us.

Sincerely
Gareth

Sydenham to Bankstown Alliance (SBA)

www.sydbankalliance.com

www.facebook.com/sydenhambankstownalliance

<https://twitter.com/sydbankalliance>

<https://www.youtube.com/@SydenhamBankstownAlliance>



16 June 2023

The Hon. Jo Haylen MP
Minister for Transport
GPO Box 5341
SYDNEY NSW 2001

ATTN: MIKE MRDAK, CHAIRPERSON, SYDNEY METRO REVIEW 2023

Dear Minister

The Sydenham to Bankstown Alliance (SBA) is making this submission addressing the Sydney Metro Review terms of reference, focussed on Metro Southwest, for consideration in drafting the 2023 interim report to support the 2023-24 NSW State budget processes.

The Sydenham to Bankstown Alliance (SBA) is a network of local community, and environmental groups supporting sustainable development and improvements to critical infrastructure including train services along the T3 Bankstown Line in Sydney's Inner West and South-West.

The SBA urges the NSW Government to implement better options for the T3 Bankstown Line:

- 1. Cease funding and expenditure on conversion of Sydenham to Bankstown to Metro Southwest.**
- 2. Commit to a digital signalling as the most cost-effective alternative to Metro Southwest.**
- 3. Provide direct trains for all T3 Bankstown Line stations to City Circle via Lidcombe & Sydenham.**

The NSW Government could deliver better Sydney Trains services sooner and at less expense through digital signalling upgrades to the T3 Bankstown Line. The Government would also avoid the political risk of 'cancelling' a project along with avoiding the costs and commuter frustration of shutting down the line for 12 months for Metro conversion. It's a "Win : Win" for the Government and the community.

Thank you for your consideration of our submission. Please do not hesitate to contact the Sydenham to Bankstown Alliance (SBA) to discuss any issue raised.

Sincerely

A handwritten signature in blue ink, appearing to read 'Gareth Wreford', is written over a light blue circular stamp.

Gareth Wreford
Sydenham to Bankstown Alliance (SBA)

sydballiance@hotmail.com



Submission to Sydney Metro Review

Sydney Metro Review: Summary

The [NSW Legislative Council Inquiry into Sydenham to Bankstown line conversion \(2019-20\)](#) found that: the merits for Sydenham to Bankstown line conversion had not been justified; the Full Business Case for Sydney Metro City & Southwest should be published; signalling upgrades would achieve better outcomes for upgrading the Sydney Trains Network, and; the areas West of Bankstown are particularly impacted by changes to the T3 Bankstown Line. For example: Metro Southwest actually removes direct city access for commuters from Birrong and Yagoona.

The Sydenham to Bankstown Alliance (SBA) also seeks to challenge the assumption that Metro Southwest will act as a catalyst for urban renewal. There is a clear contrast between Sydney Metro Northwest as a greenfields project with a new line and new stations, and Sydney Metro Southwest as a brownfields project simply rebadging and replacing half a functional train line with another train line.

As NSW faces what the Treasurer describes as a budget black hole of \$7 billion now is the time to review the Metro Southwest business case and assumptions. There is no evidence that signalling upgrades were considered as part of the 2016 business case thus artificially inflating the project's viability. Signalling is proven to be effective and low cost which is why it is being rolled out on the T4 Illawarra Line and T8 Airport Line.

Patronage assumptions used in the 2016 business case (using data from 2012) are unlikely to stack up against post Covid patronage in 2023.

The previous NSW Government also attempted to bolster the project's feasibility through promoting a disproportionate level of development along the Sydenham to Bankstown corridor. With no new stations the majority of options to create new housing are brownfields sites near existing stations and reliant on market conditions, construction supply chains and medium density infill, or zoning changes for high rise, none of which is dependent on Metro.

We also know that station upgrades to make them fully accessible are already as good as complete removing that as a rationale to continue with the Metro Southwest line conversion. The Sydenham to Bankstown Alliance (SBA) notes the upgrades would have been completed anyway as part of the existing Transport Access Program (TAP).

And conversion of the physical Sydenham to Bankstown line into Metro has not commenced, therefore the Metro can terminate and turn around at Sydenham.

Finally, after multiple years of construction and project delays, commuters are now looking at 12 months of line closure (and replacement buses) impacting those communities already reeling from the impacts of Covid-19 lock downs. As a new Government you could look to the Sydney Light Rail class action for lessons learnt and the costs associated with disruptions and delays for a major transport project.

These points and the delays and cost blow outs to date are likely to remove any remaining viability for Metro Southwest.



As stated in the Sydenham to Bankstown Alliance (SBA) position paper what our community needs the NSW Government to do with the money save by implementing digital signalling is fund services and infrastructure like Canterbury Hospital, schools, and future green space (e.g. Canterbury Racecourse).

Sydney Metro Review (1): Review the program schedule and cost- assumptions, risks and contingencies- completion date and budget

The headlines for Metro Southwest are that the completion date has been pushed back to 2025 and the cost (as part of Metro City & Southwest) has blown out from \$11.5 to \$20 billion.

The assumptions, risks and contingencies for Metro Southwest cannot be tested by the community as the full 2016 business case has not been released. What we do know is that even prior to the Covid-19 pandemic, [patronage figures for the T3 Bankstown Line](#) did not support the conversion of Sydenham to Bankstown into Metro. And the forecast stamp duty revenue being used to help pay off Metro Southwest over future years has also been affected by Covid-19, associated supply chain and cost issues, and rising interest rates.

More recently we've seen the announcement of mechanical gap fillers to create level and gap free access to Metro Southwest, yet the technology is untried on curved platforms and will have an impact on dwell and journey times. The cost and impact of this technology is not assessed in the 2016 business plan.

NSW Treasury Guidelines clearly support reviewing the business case for Sydney Metro City & Southwest.

The NSW Government [\(Treasury\) Business Case Guidelines TPP18-06](#) state that: "The business case process is an iterative process that evolves over time and therefore should be regularly updated to reflect the changes in inputs, assumptions and evidence." (p50).

We reiterate the need to publish the full 2016 Business Case for Metro Southwest, test its assumptions, and then compare Metro Southwest to improved signalling consistent with the rest of the network.

Sydney Metro Review (2.2): Sydney Metro City & Southwest - 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

Alternatives to Sydenham to Bankstown Metro

The Sydenham to Bankstown Alliance (SBA) has consistently supported more frequent services, newer trains, and increased capacity on the Sydney Trains Network. The Sydenham to Bankstown Alliance (SBA) has been a key advocate, including at the 2019 NSW Legislative Council Inquiry into Sydenham to Bankstown line conversion, for the Sydney Trains Network to receive digital signalling upgrades.

The findings of the NSW Legislative Council Inquiry into Sydenham – Bankstown line conversion clearly show that "the case and rationale for conversion of the line to metro has not been adequately made out", and "signalling beats metro"¹. Yet the Business Case for Sydney Metro has clearly failed to properly consider a digital signals upgrade for the T3 Bankstown line.

¹ NSW Legislative Council Inquiry into Sydenham – Bankstown line conversion (2019): Portfolio Committee 6 Report (2020)



Digital signalling upgrades, as announced for the T4 Illawarra Line and T8 Airport Line by the former NSW Government, allow for a train every 2 minutes², which is a higher frequency than the peak Sydney Metro City & Southwest target of every 4 minutes during peak times.

For a fraction of the cost of converting Sydenham to Bankstown into Metro all T3 Bankstown Line stations, including west of Bankstown, could benefit from more trains per hour, yet this option hasn't been considered.

Sydney Metro Southwest: Sydenham to Miranda

If the Government has the resources to support new Metro projects then the Sydenham to Bankstown Alliance (SBA) supports the EcoTransit proposal of continuing the Sydney Metro from Sydenham to Miranda³. New rail access can be provided for Southern Sydney suburbs including Brighton Le-Sands, Sans Souci, and Taren Point. Overcrowding would also be reduced on the T4 Illawarra Line with the majority of Cronulla line commuters having an alternative route to the City.

Impacts on existing customers and Sydney Trains of temporary closure

Commuters are looking at 12 months of line closure which is hardly temporary and impacts those communities already reeling from the impacts of Covid-19 lock downs. With 12 months of no train will commuters come back, how many and over what time period?

Meanwhile the NSW Government and taxpayers bear the financial cost of replacement buses and transport marshals in addition to the social and community cost of the extended disruption. The pain will also be felt across other Sydney Trains lines receiving busloads of commuters to add to their congestion.

Sydney Metro Review (4): Assess the adequacy of the Sydney Metro organisation's governance... and project delivery practices

The Sydenham to Bankstown Alliance (SBA) holds the following concerns regarding Sydney Metro governance and project delivery practices:

Use of the Transport Administration Act

A current weakness of the Transport Administration Act 1988 includes the ability for Sydney Metro (as an agency) to plan the closure of existing Sydney Trains lines not subject to any approved Sydney Metro project. The T3 Bankstown Line (Bankstown to Lidcombe) and the T7 Olympic Park Line (Lidcombe to Olympic Park) have been the subject of Sydney Metro City & Southwest project team plans to replace existing Sydney Trains services with options such as bus, light-rail, or ride-share.

The Bankstown to Lidcombe to Olympic Park lines is outside of the approved Sydney Metro City & Southwest corridor, yet Transport for NSW has indicated that Sydney Metro has the delegated authority within the Transport Administration Act 1988 to plan the closure of these Sydney Trains stations.

https://www.parliament.nsw.gov.au/lcdocs/inquiries/2551/Report%20No%2011_PC%206_Sydenham-Bankstown%20line%20conversion.pdf

² First contracts awarded to greatly increase capacity on T4 Illawarra and T8 Airport lines (Murray Trembath, St George & Sutherland Shire Leader) – 25 May 2020 <https://www.theleader.com.au/story/6764995/a-train-every-two-minutes/>

³ Sydney Metro South proposal for Sydenham to Miranda, EcoTransit <https://ecotransit.org.au/wp/south-metro-proposal/>



Use of Consistency Assessments

Sydney Metro has relied on a number of Consistency Assessments to justify deviations from the original project approvals for Sydney Metro City & Southwest. The integrity of the original planning process has been undermined due to what appears to be the ability of Sydney Metro to make new project decisions outside of community consultation and Department of Planning regulations.

A prime example of Consistency Assessments being misused are the changed shutdowns of the T3 Bankstown Line, especially when the Sydney Metro Preferred Infrastructure Report (June 2018) promised reduced closures and impacts as key feature of the Sydenham to Bankstown Metro.

Sydney Metro Review (4.2): ...and community and stakeholder engagement.

Many residents directly living along the T3 Bankstown Line rail corridor have expressed concerns about the size and design of the Sydney Metro Services Buildings and Substations. For example: at Hurlstone Park in the information presented to the public, including prospective homeowners, what appears as a low level boxlike structure on the Sydney Metro project construction notification is instead a sizable and domineering building.

Sydney Metro should not be able to hide behind the statement that the project construction notification information is not to scale and instead provide residents living directly along the corridor with an up to date report on the design and environmental impact of all buildings being constructed.

Rail West of Bankstown

The "planning for rail services west of Bankstown" project while publicly badged as a Transport for NSW project is referred to internally as "Sydney Metro Southwest Integration" in documents obtained under the GIPA Act. The Sydney Metro website makes no attempt to explain the significant impacts conversion of Sydenham to Bankstown into Metro has on the West of Bankstown area.

Mechanical Gap Fillers

Mechanical gap fillers which are now a significant part of the Sydney Metro Southwest project especially given the curved platforms on some stations on the Sydenham to Bankstown line. The gap fillers are only described briefly in a [press release](#) despite the Preferred Infrastructure Report (June 2018) including the gap fillers as a key part of the revised scope of works.

With contracts awarded for the mechanical gap filler technology and its implementation, the lack of information about this new and untested technology (on curved platforms) being made available by Sydney Metro is concerning.

Temporary Transport Plans

The branding of Sydney Metro shutdowns of the T3 Bankstown Line as Sydney Trains trackwork rail possession is misleading and leaves the community uncertain about the construction impacts of Metro Southwest. The lack of community consultation with all stakeholders previously engaged in the Department of Planning approval process for Sydney Metro Southwest is also concerning.

A schedule of all temporary shutdowns of the T3 Bankstown Line (including the anticipated opening day of the Metro Southwest) should be made available at the start of each quarter and updated as needed, without residents having to lodge GIPA applications for insight into the next shutdown.

Developer influence - Locals for Metro Southwest

Canterbury Council and developers have a colourful history. The Sydenham to Bankstown Alliance (SBA) expresses concern regarding the relationship between the previous NSW Government and a property developer funded lobby group known as "[Locals for Metro Southwest](#)".



“Locals for Metro Southwest” have been represented by two registered lobbying firms (Harry Hughes of Axis Strategic Advisory, and Wells Haslem Mayhew Strategic Public Affairs), and received an exclusive Ministerial video of support from then Transport Minister Andrew Constance. “Locals for Metro Southwest” were also invited to the Sydney Metro Campsie shopfront for a stakeholder briefing session. They were subsequently welcomed into the boardroom of then Premier Gladys Berejiklian by the Office of the Premier’s planning policy advisor following a phone call from Harry Hughes (of Axis Strategic Advisory, and former advisor to then planning minister Anthony Roberts).

Sydney Metro Review (5): Relationship between Sydney Metro & TfNSW/Sydney Trains... and the role of Sydney Metro in building the resilience of Sydney’s transport network into the future

The Sydenham to Bankstown Alliance (SBA) supports the recommendation from the Sydney Trains Review Interim Report for timetabling of the Sydney Trains Network to be the primary responsibility of Sydney Trains.

We draw your attention to the current involvement of Sydney Metro in the future planning for rail services west of Bankstown including the creation of an “Alternative Shuttle Options” document⁴ showing the closure of stations beyond Bankstown (e.g. Olympic Park, Birrong, and Yagoona) not being converted into Sydney Metro Southwest (with bus or light rail or ride-share replacing trains).

Transport for NSW has claimed (without citing the clause) that the Transport Administration Act 1988 permits Sydney Metro to be involved in the Sydney Trains Network beyond the approved Metro project corridors and to be involved with other modes of transport such as bus, light rail, and ride-share.

Sydney Metro should not have any planning authority over any existing Sydney Trains/NSW Trains corridors that are not approved for Metro.

We also urge you to consider the value to commuters and residents of maintaining the T3 Bankstown Line as an integrated part of the Sydney Trains Network, with access to the City Circle (via Lidcombe and Sydenham) and Liverpool, as well as serving as a relief valve connecting with the West and South West should there be delays elsewhere.

Removing the T3 Bankstown line from the Sydney Trains Network by converting it to Metro will decrease the resilience of the overall network. Four former Sydney Rail executives John Brew, Ron Christie, Bob O’Loughlin, and Dick Day have warned Transport for NSW that conversion of the T3 Bankstown Line into Sydney Metro would result in significant disruption and a reduction in reliability to the network.

A digital signalling upgrade can deliver more services than Sydney Metro for all T3 Bankstown Line commuters (including West of Bankstown) and critically maintain resilience across the Sydney Trains Network, as the line is an important relief valve linking with Western Sydney (through Berala to Auburn) and South Western Sydney (to Liverpool, Leppington, and Macarthur). Freight services also rely on the T3 Bankstown Line especially during disruption to the Goods Line, hence its conversion into Metro removes its ability to be a relief line.

⁴ Sydney Metro City & Southwest: Alternative Shuttle Options (released under GIPA Act), published at <https://www.savet3.org/bankstown-lidcombe>



Sydney Metro Review (6): Sydney Metro Benefits Realisation - extent to which broader benefits realisation from Sydney Metro is being achieved

Independent Reviews

The Sydenham to Bankstown Alliance (SBA) calls upon the NSW Government to release the various independent reviews cited in the Sydney Metro Corporate Plan and Annual Reports. Sydney Metro cannot expect the community to trust its project benefits or decision making processes if it refuses to release the independent reviews into its performance.

Sydney Metro City & Southwest Full Business Case

In 2019-20 the NSW Legislative Council Inquiry into Sydenham to Bankstown line conversion recommended that the full 2016 business case for Sydney Metro City & Southwest be released and re-evaluated. It is important for the NSW Government to uphold this recommendation as the overall project cost has doubled from \$11.5 billion to over \$20 billion. The business case attempts to capture and value project benefits and, without seeing the full 2016 document and reviewing its assumptions, in 2023 it's difficult to know what benefits are being realised and whether they are worth the cost.

6.2. opportunities where Sydney Metro could make a stronger contribution to delivering broader government social / economic objectives.

Improved services with newer rolling stock and greater frequency on the T3 Bankstown line could contribute to urban renewal. The greatest economic and social impact is likely to be achieved through digital signalling that avoids shutting the line down for 12 months and then money saved could be spent on social and community objectives.

The bulk of the value uplift and development opportunities for Metro Southwest have largely been captured over the past century since the Sydenham to Belmore line opened in 1895, the extension to Bankstown in 1909, and subsequent connection to the West of Bankstown in 1920s.

The Sydenham to Bankstown Alliance (SBA) points out that the conversion of the existing T3 Sydenham to Bankstown line to Metro is a unique project that not only fails to add any new stations, the project impacts would actually remove direct trains to the city from Birrong and Yagoona.

We also know that station upgrades to make them fully accessible are already as good as complete removing that as a rationale to continue with the Metro Southwest line conversion. The Sydenham to Bankstown Alliance (SBA) notes the upgrades would have been completed anyway as part of the existing Transport Access Program.

Conclusion

The Sydenham to Bankstown Alliance (SBA) reiterates our position that conversion of the T3 Bankstown Line into Metro lacks merit and that funds for the project ought to be invested into genuine community needs such as health, education, and open spaces.

The Sydney Metro Review (April 2023) states in part 1 that "Sydney Metro also needs to be delivered in a cost effective way. Taxpayers should have confidence they are getting the best value for money". The answer is clear, taxpayers do not have any such confidence.

We urge the NSW Government to maintain direct Sydney Trains Network services for all T3 Bankstown Line stations including direct trains to City Circle and Liverpool, and to implement a digital signalling upgrade.



The Sydenham to Bankstown Alliance (SBA) also recommends the Sydney Metro Review panel examine the following documents:

- Sydenham to Bankstown Alliance (SBA) Position Paper 2022-23 (attached).
- [SBA Submission to the NSW Legislative Council Inquiry into Acquisition of land in relation to major transport projects](#) (2021).
- [NSW Legislative Council Inquiry into Sydenham-Bankstown line conversion \(2019\)](#) submissions of the Sydenham to Bankstown Alliance (SBA), and our member groups within our alliance:
 - [No. 26 Canterbury Racecourse Action Group](#)
 - [No. 38a Hurlstone Park Association](#)
 - [No. 80 Cooks River Valley Association](#)
 - [No. 81 KOAS \(Keep Our Area Suburban\)](#)
 - [No. 81a KOAS \(Keep Our Area Suburban\)](#)
 - [No. 92 Sydenham to Bankstown Alliance](#)
 - [No. 100 Marrickville Residents Action Group](#)
 - [No. 103 Restore Inner West Line and Save T3 Bankstown Line](#)

For more information about the Sydenham to Bankstown Alliance, please go to:

www.sydbankalliance.com

www.facebook.com/sydenhambankstownalliance



Position Paper 2022-23 **Sydenham to Bankstown Alliance**

Published June 2022

Website: sydbankalliance.com

Email: [REDACTED]

BUDGET REPAIR NOT BUDGET BLOWOUTS

The NSW Government wasting [billions](#) to downgrade Sydenham to Bankstown's existing train service is a misuse of taxpayers' money.

It is disappointing that more cost-effective signalling upgrades for a Sydney Trains (double-deck) service every 2 minutes are being introduced in Sydney on the [T8 Airport and T4 Illawarra lines](#), but not for the T3 Bankstown Line.

[Sydney Metro](#) has severely underestimated the costs to local businesses and inconvenience to [100,000 commuters being forced onto buses](#) during the downgrading of Sydenham to Bankstown into Metro Southwest.

The current T3 Bankstown Line [lacks the patronage demand to support Metro](#).

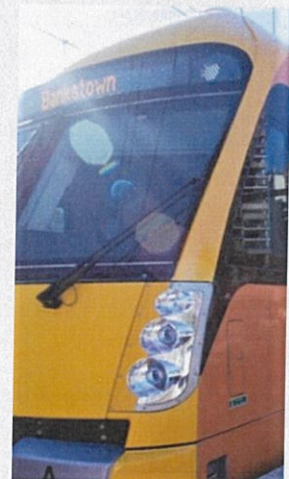
Without a significant increase in property development and high-density rezonings, the Metro is an expensive and under-patronised white elephant.

SUPPORT OUR LOCAL COMMUNITY NOT HONG KONG MTR

The **Sydenham to Bankstown Alliance (SBA)** is highly concerned both about the privatisation of public assets and the missed opportunities to support local improvements.

The Inner West and Canterbury-Bankstown community needs genuine investment for infrastructure supporting health, education, and open spaces.

Instead of over a billion dollars wasted on Metro Southwest (and destruction of heritage along the T3 Bankstown Line), our community actually needs:



URGENT UPGRADE OF CANTERBURY HOSPITAL

INCREASED FUNDING FOR LOCAL SCHOOLS

REVITALISATION OF OPEN SPACES & PARKLANDS (INCLUDING CANTERBURY PARK RACECOURSE)

DIRECT TRAINS TO CITY CIRCLE, INNER WEST, LIVERPOOL (ACHIEVABLE ON EXISTING SYDNEY TRAINS NETWORK & ENHANCED THROUGH SIGNALLING UPGRADES)

NSW Parliamentary Inquiry recommends Sydney Metro ends at Sydenham with no conversion of the T3 Line and immediate release of Full Business Case

“Council's concern [is] the expenditure of government resources on servicing an existing passenger catchment rather than putting in a system that could serve a passenger catchment that was lacking”

Ken Welsh
Team Lead Strategic Transport Planning
Inner West Council

The Sydney Metro Southwest Environmental Impact Statement “EIS [is] incorrectly assuming that certain problems could only be rectified with the metro conversion’, such as accessibility issues”

Matthew Hounsell
Transport Analyst and Planner
University of Technology (Sydney)

The **Sydenham to Bankstown Alliance (SBA)** believes that the NSW Government is focused on satisfying the interests of [property developers](#) with land-banked sites in the South West corridor rather than serving genuine community needs.

Property developers and lobbyists supporting Metro Southwest have had [exclusive meetings](#) in [Premier Gladys Berejiklian's boardroom](#) and with Sydney Metro.

The NSW Government continues to neglect commuters from east of Sydenham and west of Bankstown facing significant disruption from Sydney Metro Southwest including up to [19,000 train commuters](#) being forced to change trains everyday (especially with Birrong and Yagoona left without a train to Central not to mention City Circle).

The Sydenham to Bankstown Alliance (SBA) seeks to achieve a non-partisan outcome for the residents and commuters along the T3 Bankstown Line.

About the Sydenham to Bankstown Alliance (SBA)

The Sydenham to Bankstown Alliance (SBA) represents concerned residents, environmental, and public transport advocates along the T3 Bankstown Line.

Notable achievements of the Sydenham to Bankstown Alliance (SBA) include the NSW Legislative Council Inquiry into the Sydenham to Bankstown line conversion (2019-20) successful campaign against the Sydenham to Bankstown Urban Renewal Corridor Strategy's Priority Precincts (2015-18).

For more information about the Sydenham to Bankstown Alliance (SBA), please connect with us through our website at www.sydbankalliance.com and on social media at www.facebook.com/sydenhambankstownalliance

**“The case and rationale
for conversion of the line
to metro has not been
adequately made out”**

Committee Report from NSW Legislative Council Inquiry
into Sydenham to Bankstown line conversion (2020)

Tina Flaskas

From: Mat Howard
Sent: Tuesday, 19 September 2023 12:00 PM
To: Anne Purcell
Subject: FW: Sydney Metro: independent review interim summary, MR, internal email
Attachments: 20230627 - Sydney Metro Independent Review - Interim Report (Public Summary).pdf; SM interim review MR.docx; 230627 SM interim review internal email.docx

OFFICIAL

OFFICIAL

From: Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Sent: Saturday, June 24, 2023 1:17 PM
To: Mat Howard <Mat.Howard@minister.nsw.gov.au>
Subject: FW: Sydney Metro: independent review interim summary, MR, internal email

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](mailto: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.

OFFICIAL

From: Alicia Wood <Alicia.Wood@transport.nsw.gov.au>
Sent: Friday, June 23, 2023 2:24 PM
To: Leon Fry-Kontaxis <Leon.fry-kontaxis@minister.nsw.gov.au>; Scott Gartrell <Scott.Gartrell@minister.nsw.gov.au>
Cc: Josh Watkin <Joshua.Watkin@transport.nsw.gov.au>
Subject: Sydney Metro: independent review interim summary, MR, internal email

Hi Leon and Scott

Please see attached draft materials including:

1. Summary document. This can be released publicly at your discretion as it does not contain commercially sensitive information
2. Draft ministerial release
3. Draft Peter email for internal distribution

Let us know when u have an idea of timings, happy to help in any way we can.

Cheers
Alicia

Alicia Wood
Director Public Affairs
Customer, Operations & Outcomes
Sydney Metro

[sydneymetro.info](https://www.sydneymetro.info)

Level 43, 680 George Street, Sydney NSW 2000
PO Box K659, Haymarket NSW 1240



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Sydney Metro Independent Review

Interim Report Summary



The Hon. Jo Haylen MP

23 June 2023

Minister for Transport
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Minister,

In accordance with the Sydney Metro Independent Review Terms of Reference, we submit the Review Panel's Interim Report Summary to you.

The Interim Report sets out our initial findings in relation to significant capital investment in Sydney Metro and makes initial findings and recommendations on how to enhance the safe and efficient delivery of the works as well as maximise the overall, whole-of-community benefits arising from this investment. **This Interim Report Summary excludes specific matters, findings and Recommendations which are of a commercially sensitive nature, or which have market sensitivity which may affect the NSW Government's future commercial negotiations.**

We have concentrated the focus of this Interim Report on any overall budget pressures and key decisions required in the lead-up to the NSW Government 2023-24 State Budget, and also the City & Southwest project specifically – given its advanced stage of delivery and budget challenges.

In overall impressions, the Panel finds that Sydney Metro is led by a highly experienced, engaged, and very capable senior leadership team who still face significant challenges in delivering high quality, value-for-money, well-integrated outcomes due to a variety of factors, including:

- Some historical matters, including poorly/partially coordinated infrastructure planning efforts between multiple Government Agencies, and an ambiguity of decision-making authority across Government (which imperils the ability to maximise integrated customer and community benefits); as well as past decisions regarding contract packaging strategies where markets have subsequently evolved/changed risk appetite and capacity;
- Some unavoidable factors contributing to program delays and cost increases during key periods – such as COVID-related workforce disruptions which directly impaired productivity, and extraordinary escalation and market volatility related to both COVID-related global supply chain disruptions and the already heated infrastructure investment pipeline; and
- Some avoidable matters relating to sub-optimal and delayed decision-making, arising in part from complex, complicated & lengthy governance arrangements; and disjointed planning & delivery efforts.

Most critically, we note that Sydney Metro City & Southwest faces significant technical and budget risks – they are not insurmountable but will require a sustained and concerted effort to project manage over the next 24 months, as well as an increase to the overall budget envelope of up to \$1.1 billion (the *funding* of which should, over the Forward Estimates period, be able to be heavily supported by within-Portfolio re-profiling of expenditure – with some impact to Sydney Metro West procurement schedules and plans). We are able to confirm the current cost estimates provided by Sydney Metro as being as robust as is currently possible but note that the final cost of City & Southwest has a significant uncertainty owing to the need to resolve several major technical and commercial matters. (**Recommendations 1, 2, 3, 5, 6, 7, 8, 9, 11, 15**).

We find that the Southwest corridor conversion remains a critical transport system scope component, and the upgrade of it should continue according to a revised delivery schedule now proposed by Sydney Metro (in collaboration with TfNSW and Sydney Trains). The conversion of this rail line delivers whole-of-Trains-network capacity increases in the Sydney CBD and along key south-west and southern rail lines, and will enable wide-ranging timetable improvements for many suburban lines – as well as direct benefits in

increased accessibility and frequency for Sydenham-Bankstown customers. No other option delivers these benefits within the same time period and cost estimate range. (**Recommendations 5, 7, 12, 13**).

The Review Panel is of the view that the current planning, zoning, and multiple-Agency-led land activation arrangements have not to-date maximised the benefits of the investment in the Southwest corridor. There remain significant unrealised land use improvement opportunities along the Southwest corridor –realising these benefits will require a different and more coordinated approach to zoning approvals but remains a credible and valuable opportunity. This has not been pursued to-date due to a variety of historical Government decisions, and a potential adjustment to policy settings and accountabilities should now be revisited. (**Recommendations 4, 14, 16**).

The Review Panel further note that previous investments in Sydney Metro appear to have been somewhat siloed –while the Metro investment is catalytic in many regards, it also requires coordinated, concurrent Whole-of-Government effort across multiple Agencies to deliver/strengthen utilities services, drive timely re-zoning approvals, and to consider the potential capacity constraints of local emergency services (among others) of higher density/changed streetscapes/tunnel evacuation locations – in particular, effective safety and emergency protocols must be finalised as a matter of urgency. These cross-Government endeavors do not appear to have been consistently driven in concert by respective Agencies. (**Recommendations 10, 14, 16, 18**).

Finally, the Review Panel also wish to emphasise that there appears to be a concerning lack of common/agreed understanding across the Transport Cluster regarding individual Executive accountabilities and responsibilities for key activities in the upfront planning and the later commissioning phases of major infrastructure projects. Complex, sprawling governance and conflicting understandings of accountabilities are key risks to efficient and integrated investment outcomes. (**Recommendations 9, 10, 16, 17, 18**).

We have made several interim findings and proposed recommendations relating to immediate opportunities to mitigate program, budget, and operational risks, and to improve governance effectiveness & outcomes between Sydney Metro and other Government Agencies:

1. **That the NSW Government** should note that the delivery of City & Southwest even within an increased cost envelope still carries delivery and cost risks.
 - a. **That Sydney Metro** should not pursue ‘acceleration at any cost’ agreements with its construction contractors but instead provide early advice to Government on potential opening delay impacts where acceleration does not represent demonstrable value-for-money.
2. **That Sydney Metro** should provide regular formal advice to Government regarding the ongoing value-for-money, effectiveness of risk transference, and overall performance of its Public-Private Partnerships (both for the Metro North West Line/City & Southwest PPP, and the Western Sydney Airport PPP).
3. **That Sydney Metro** should update the NSW Government on the outcomes of the Sydney Metro West delivery and market engagement to date, in advance of the 2023 NSW State Budget, in order for the Government to consider schedule adjustments required to support cash flowing of the Southwest upgrade and conversion, and which would therefore enable Sydney Metro to finalise detailed planning and financial analysis of the Sydney Metro West Partnership delivery model for subsequent Government consideration.
4. **That Sydney Metro** provide urgent advice to Government on feasibility, value-for-money, and overall alignment and station options relating to a potential eastern extension to Sydney Metro West.
5. **That the NSW Government** should note that the City & Southwest project is likely to require an increase to the total cost envelope of around \$1.1 billion. It is likely that this can be at least partly supported from a cashflow perspective within the existing total Sydney Metro capital funding provision of the Forward Estimates but may require deferring some non-contracted Sydney Metro West packages by up to 12 months.
 - a. **That Sydney Metro** should provide urgent advice to Government on options to at least partly self-cashflow the C&SW cost-to-complete;
 - b. **That the NSW Government** should note that any revision to the procurement timings of remaining Sydney Metro West packages is highly likely to impact to the target 2030 opening date and generate additional escalation impacts which may require additional funding support/cost envelope increases (beyond the Forward Estimates, potentially also requiring recognition of forecast Property returns from across the Portfolio).

6. **That Sydney Metro** should continue to target a 2024 opening for full services on the City section and work to have all stations completed to enable full testing and operations of metro services. Every effort should be made to avoid by-passing non-complete stations to minimise risk and maximise service testing before the line opens fully – a go/no-go recommendation for all City stations should be provided to Government by end-Q3 2023.
7. **That Sydney Metro** should supplement the capacity of its current Executive team by appointing a fixed-term senior lead with singular focus on a successful 24-month transition into full and safe operations of the entire City & Southwest line.
8. **That Sydney Metro** should provide advice to Government on potential 'soft-start' scenarios, the cost & service impacts of those options (including for the wider Public Transport network), and time horizons for either confirming readiness or recommending pivoting to those alternate options.
9. **That Sydney Metro and TfNSW** should provide advice to the Minister for Transport (at least every other month) on integrated readiness for safe first passenger services for City-section, with specific reference to:
 - a. Lessons learned from the Metro North West Line commissioning & opening,
 - b. Relevant safety accreditation of the extended operations from ONRSR,
 - c. Status of incident response training and emergency services readiness,
 - d. Network-level timetable adjustment readiness, and
 - e. Associated changes to customer-facing services.
10. **That the Minister for Transport and Transport Secretary** should consider the ongoing fitness of the Public Transport Network-level Concept of Operations, especially with regard to multi-modal integration of new services, coordination of incident management at interchange stations, and (especially as related to the delivery of Metro works) prioritisation of rail possessions.
 - a. That TfNSW should review its integrated service commissioning processes for explicit and documented clarity of accountabilities among its Divisions.
 - b. That TfNSW should appoint a single, appropriately empowered leader accountable for safe and efficient network changes in 2024, and to that end, for them to be responsible for driving timely inputs and actions from across all TfNSW Divisions.
11. **That iNSW** should consider the fitness of pre-commissioning reviews within the Infrastructure Investor Assurance Framework, with specific respect to changing the focus to early and progressive operational and safety assurances that network-level interdependencies and emergency management processes are on track and meet all requirements.
12. **That the NSW Government** should progress with the conversion and upgrade of the Sydenham to Bankstown line, noting that:
 - a. Timely conversion requires some early works to be procured and commissioned by end-July 2023 to enable appropriate mobilisation in time for leveraging of the September 2023 temporary possessions availability;
 - b. There remains critical asset condition and other technical surveys which require significant possession periods prior to the line closure. Remaining possession periods should be reviewed considering potential benefits to be gained from minor extensions, and additional 'reserve' possessions in early 2024 should be planned for contingency purposes;
 - c. The conversion and upgrade are likely to require around a 12-month continuous shutdown period (depending on performance of City section opening). Sydney Metro, Sydney Trains, and TfNSW must work collaboratively and proactively to enable coordinated readiness to implement a new Standard Working Timetable (for Sydney Trains) and Temporary Transport Plan in time for conversion works to occur.
 - d. Final costs of the conversion will be progressively refined over the coming nine months, as further asset condition assessments are known, and procurement of contractors progresses. The unfunded cost-to-complete is likely to be up to \$1.1 billion; and that
 - e. The conversion works will be upgrading a century-old railway corridor to Metro requirements and will not constitute a complete rebuild. Accordingly, some currently-live operational issues may yet persist after conversion is completed – for example, there will remain a historical (and non-Metro specific) risk of flooding at Marrickville and Campsie during exceptional weather events. Options to efficiently manage this service performance issue post-upgrade should be advised to Government as a priority following the better scoping of works during the first possessions periods.
13. **That TfNSW and Sydney Metro** should urgently finalise a revised customer options plan for the extended final shutdown and a no-regrets 'minimum' Temporary Transport Plan (including commencing procurement), in order to most actively minimise community disruption during the shutdown. Accordingly, **that the NSW Government** should note:
 - a. That Temporary Transport services should also include options to maximise the use of the Bankstown station as a hub for rail connections to other lines including Lidcombe. This planning

should be finalised and presented to Government as soon as possible, but without delaying the commencement of procurement for replacement bus services; and

b. That scale and/or route options are most likely to be able to be validated only once procurement commences and the scale of bus and driver availability become better known.

14. **That the NSW Government** should consider the ongoing fitness and efficiency of a predominantly Local Council-led rezoning effort along the Sydenham-Bankstown corridor, which is likely lagging in its potential to support additional housing supply and land use improvement. The Southwest corridor upgrade is an import catalyst opportunity to both improve and increase the stock of housing with access to turn-up-and-go Metro services and provide better urban space & community amenity for suburbs on the line.

a. **That Sydney Metro (supported by DPE)** should provide advice to the Government regarding 'unconstrained' options for improved planning and approvals processes and land use development along this corridor, with a focus on optimising land use of existing Government-owned land within 1.2km of Metro station locations. This may involve a refreshed Rapid Corridor Strategic Assessment to also identify planning system enhancement opportunities, as well as re-consideration of accountabilities among the proliferation of urban development Agencies across Government.

15. **That the Minister for Transport** should consider further bolstering the skills of the Sydney Metro Board in transport operations, specifically regarding deep expertise in not only safe and efficient operations of a rapid transit service but also of (commercial) management of a contracted Operator & Maintainer.

16. **That the NSW Government** should note the extensive current ambiguities and complex governance relating to Whole-of-Government planning & delivery of Place-based infrastructure investments, which may imperil timely and integrated alignment of transport, housing, health, education, utilities, and community outcomes.

a. **That the NSW Government** should review the extent to which current State Environmental Planning Policies (SEPP) appropriately drive integrated land use outcomes and maximises the opportunity to support additional housing supply in vicinity of Metro precincts.

b. **That Sydney Metro (supported by Landcom)** should provide advice to Government regarding options to further maximise housing and city development along the existing Metro North West Line (including opportunities for new housing developments in the station precincts at Bella Vista and Cherrybrook).

17. Following from the Kanofski Strategic Infrastructure Review and within the parameters of a fiscally sustainable investment program, **that the NSW Government** should urgently review its medium-term transport infrastructure investment pipeline and priorities, especially relating to selection and timing of future Metro projects.

18. For future megaproject investment decisions, **that the NSW Government** should consider better clarifying cross-Agency responsibilities and contributions to Outcomes at the time of Investment. This may include more explicitly clarifying lead Agencies and requisite timeframes (such as for relevant rezoning activities and coordinating community feedback initiatives).

The Review Panel will continue a series of further consultations and streams of work to complete its analysis against the Terms of Reference, during July-October 2023. There are a number of priority focus areas already identified for this period:

- **Forecast Final Cost updates.** The Review Panel intend to further assess key aggregate cost risk status, trends, and effectiveness of mitigation plans across the Metro portfolio as procurements progress and as resolution efforts for several outstanding commercial matters continue.
- **Alternate/optimised approaches to Portfolio-level funding, and program management.** Noting the Phase 1 recommendations to explore self-cashflowing additional SW-related costs through internal re-profiling and prioritisation, as well as utilisation of forecast property returns and the Portfolio Reserve mechanism, the Review Panel intend to explore the fitness of the current approach to funds management. This analysis will also have regard to historical expenditure forecasting accuracy and opportunities to more efficiently plan annual funding envelopes.
- **Australian infrastructure market conditions and capacity, and market volatility and supply chain cost escalation pressures.** The Review Panel intend to further explore the likely direct and indirect implications of the current infrastructure pipeline (in light of several recent investment changes to major projects on the Australian East Coast), and provide analysis regarding impacts of accelerated/deferred future spend, to provide a degree of macroeconomic investment assurance to the NSW Government.
- **TSOM delivery and commercial updates.** The Review Panel intend to explore the latest status of civil and systems delivery of the C&SW PPP, their readiness for commencement of City section services, their readiness for the SW final conversion and upgrade, and relevant commercial issues.

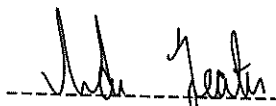
- **C&SW Operational Readiness status.** The Review Panel will further monitor and assess progress of the 8 Operational Readiness 'pillars' with respect to preparedness for a 2024 City section opening, including the ongoing efficiency of governance and interfaces across the Transport cluster.
- **Emergency Services readiness, and the broader incident response environment.** The Review Panel will continue to monitor the effective collaboration between Sydney Metro, Metro Trains Sydney, and Fire & Rescue NSW as further operational readiness activities progress regarding safety and emergency incident protocols.
- **Sydney Metro West.** The Review Panel intend to explore the nature of product and performance specifications with regard to global comparator projects and affordability/value-for-money. This is likely to include an analysis of design cost-effectiveness and the long-term viability of the 9-station alignment scope. The Review Panel will also explore in detail the procurement strategy and delivery models available for the remaining scope of works (that is: Stations, Linewide, Trains & Systems, and Operations & Maintenance), including the degree to which the current and proposed delivery models both appropriately respond to a changing construction market and represent a credible option in light of Sydney Metro's maturity & capability as a client.
- **Precinct planning along the respective Metro lines.** The Review Panel intend to further explore opportunities to further enhance and accelerate housing outcomes, integrated place-based uplift, and the degree to which State Environmental Planning Policies (SEPP) efficiently drive and maximise investment and coordinated community amenity.
- **Transport cluster-level governance.** The Review Panel intend to further explore the fitness and efficiency of governance arrangements between Sydney Metro and TfNSW, as well as with Sydney Trains and TAHE. This assessment will have regard to clarity and mutual understandings of (individual) accountabilities, and the degree to which Sydney Metro is able to efficiently drive and influence outcomes for which it has statutory and/or financial responsibility.
- **Relative priorities for future extensions, and future pipeline management.** The Review Panel intend to further explore the multi-criteria assessments and assumptions underpinning prioritisation of future extensions, drawing on the imminent outcomes of the Greater Cities Commission 5-year strategy refresh and articulation of priority precincts.

The Panel would like to acknowledge the transparent and constructive engagement we have received from Sydney Metro and key stakeholders to date.

Yours sincerely,



Mr Mike Mrdak AO



Ms Amanda Yeates

Media Release

Sydney Metro Independent Review interim recommendations

Day Date Month 2023

The Minns Labor Government will implement XX XX recommendations made in the interim report of the Sydney Metro Independent Review.

Independent reviewers Amanda Yeates and Mike Mrdak have found poor infrastructure planning coordination between multiple government agencies, a volatile and rapidly evolving construction market, and unavoidable factors such as the COVID-19 pandemic have driven program delays and cost increases.

The interim report is particularly focused on the City & Southwest project given its critical stage of delivery and notes:

- The conversion of the T3 Bankstown Line to metro standards should continue as it delivers whole-of-trains-network capacity increases,
- The final conversion of the T3 Bankstown Line is likely to require a shutdown of up to 12 months,
- The delivery of the City & Southwest project is likely to require an increase to the funding envelope of approximately \$1.1b,
- That this increase is able to be heavily supported by reprofiling expenditure within the Sydney Metro portfolio, with some potential impact to the procurement schedules and plans of Sydney Metro West.

The reviewers have highlighted deficiencies in the planning systems around major infrastructure including around metro stations and called out ambiguity in whole-of-government planning to support additional housing supply.

This Interim Report will now be considered by Cabinet.

Further considerations for the next phase of the Sydney Metro Independent Review will include analysis of forecast final costs for all projects, an assessment of the impacts of the current Australian infrastructure market and capacity, and priorities for future extensions.

The next phase of the review will also assess the value for money of the existing Sydney Metro West scope and how to maximise positive outcomes for the community in its delivery.

The Sydney Metro Interim Review summary can be found here: [LINK](#)

NSW Transport Minister Jo Haylen said:

"I want to thank Mike Mrdak and Amanda Yeates for their detailed work on this interim report.

"We knew we inherited significant challenges on the Metro program and we are determined to get the project back on track.

"Given the significant public investment Sydney Metro program, we need to make sure the community gets their money's worth.

"The interim recommendations give us a clear roadmap on how we make Metro work better for the community."

MEDIA: NAME | Minister Haylen | NUMBER

All staff email

Date: On MO advice

Subject: Interim findings of the Sydney Metro Independent Review

Hi all,

Today, the NSW Government released the interim findings of the Sydney Metro Independent Review.

I acknowledge that this has been a busy and occasionally stressful time for many of you, and I want to thank you for being so generous with your time and expertise in assisting the review team.

I also want to thank the reviewers for their dedication to learning about the opportunities and challenges across our projects, and for their deep respect for the work we do.

The reviewers have expressed a strong level of confidence with the leadership of Sydney Metro and our projects and have recognised that the level of complexity being managed by our teams is "rare and significant even on a global scale".

We know people at Sydney Metro and across the Transport cluster are working hard. I want to reiterate that the review is not an exercise in finding fault or assigning blame, but a chance to help clarify accountabilities and priorities so we can be more aligned on the whole-of-cluster effort ahead of us.

We welcome the interim findings of the independent review which, due to its critical stage of delivery, have a particular focus on City & Southwest.

Some highlights include:

- The delivery of major projects would be best served by better coordination around land use within government, and a clearer path forward on brownfield conversions.
- Recognition of a need for better coordination across government regarding placemaking, with the interim report noting a chance for Sydney Metro to further maximise housing availability on our sites, including on the existing Metro North West Line.
- Recommendation to continue the delivery of the Southwest portion of the City & Southwest project

The reviewers have concluded that the Southwest portion of the City & Southwest project should go ahead as it will deliver "unrivalled whole-of-Trains-network capacity relief and will enable wide-ranging timetable improvements for many suburban lines."

To be clear, this is a recommendation of the reviewers, and is still subject to cabinet consideration.

As a result of challenges the project has faced, such as the COVID-19 pandemic and Sydney Trains industrial action, the report notes that the cost of the project is likely to increase by up to \$1.1 billion.

The reviewers have recommended that Sydney Metro investigate options to partially self-cashflow this increase, including the use of forecast property returns and savings from across the portfolio. Schedule adjustments on other projects within the next two Financial Years may also be used.

An options analysis is currently underway, including how we can internally maximise the benefits of any additional time from a change to procurement schedules. As we work through this analysis, it is business as usual for our teams as we continue to work on delivering our city-shaping program of work.

The next phase of the review will be focused on Metro West's delivery strategy, maximisation of placemaking outcomes on Metro West and Sydney Metro – Western Sydney Airport, and our working relationships across government and with industry. The findings of this phase are expected to be delivered later this year.

I will be briefing all staff and answering some of your questions at X time today. You can join the session [here](#).

I gave a briefing to all Metro staff and answered some of your questions earlier this afternoon. You can watch the recording [here](#).

I will continue to keep you updated throughout this process and I thank you again for your contributions to this important work.

Best regards,
Peter