

Transport for NSW

Sydney Metro Review



1. Background

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

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

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

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

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

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

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

2. Independent Review

The review into the activities of Sydney Metro will:

1. Review the program schedule and cost to complete each Sydney Metro project currently in delivery, including consideration of:
 - 1.1. the assumptions, risks and contingencies within each program schedule, including the risks against current public dates for completion; and
 - 1.2. the assumptions, risks and contingencies within current project estimates and budgets.
2. For the Sydney Metro City & South West project, taking account of the current status of delivery, assess:
 - 2.1. the adequacy of the operational readiness arrangements (across Sydney Metro, Transport for NSW and Sydney/NSW Trains) for the commencement of services from Chatswood to Sydenham;
 - 2.2. the current and potential alternative plans for the completion of the project between Sydenham and Bankstown, including potential impacts on existing customers and implications for Sydney Trains arising from the temporary closures of the line; and
 - 2.3. the effectiveness of plans in place to maximise positive customer and service opportunities across the broader transport network upon commencement of Sydney Metro services from Chatswood to Sydenham and on to Bankstown.
3. For the Sydney Metro West project, taking account of the current status of approvals, delivery contract procurement and construction, assess:
 - 3.1. whether any adjustments to scope should be considered to improve customer and community outcomes from the project; and
 - 3.2. the current and alternative plans for the procurement of the remaining delivery contracts, including market appetite and extent to which lessons have been learnt from previous Sydney Metro and other mega projects.

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

The Review will prepare its reports (interim and final) to the Minister for Transport to take forward for consideration by Cabinet. Advice will be provided in two stages, with:

1. Initial findings and recommendations to support the 2023-24 NSW State budget processes
2. Final findings and recommendations by end of 2023.

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

transport.nsw.gov.au

Disclaimer

The partners involved in the Sydney Metro Review provide no warranties and make no representations in relation to the information provided in this document. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken.

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