



# Sydney Metro Corporate Plan Update

2023–2024



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Cover: Central Station.

Left: Tunnel boring machine Kathleen's front shield and cutterhead are transported back across Sydney Harbour to Barangaroo.

# 1. Foreword



## The Chairman

On behalf of the Sydney Metro Board, I am pleased to present the Sydney Metro Corporate Plan Update for the 2023-24 financial year. This Plan articulates the Board's strategic direction for Sydney Metro and provides an updated view of our key activities and areas of focus.

The 2022-23 financial year was the second year in our current Sydney Metro Corporate Plan cycle. As we reflect on our achievements during that year, we also look forward with a renewed commitment to deliver the benefits of Sydney Metro for our customers, communities and the people of NSW.

Sydney Metro is delivering three large-scale city-shaping projects that are unlocking the potential of our global city and operating Australia's first driverless metro. The Metro North West Line is delivering a level of customer service and safety never before seen in Australia and we look forward to our new projects introducing more areas of Sydney to this world-class service.

We take pride in putting the customer at the centre of everything we do as we deliver a safe, reliable and resilient transport network, fulfil our place-making function, and undertake socially, environmentally and financially responsible business operations.

This Corporate Plan Update provides an opportunity to reflect on and refresh the key areas of focus for Sydney Metro as we deliver three mega-projects, run the Metro North West Line optimally, safely and securely and ready ourselves to transition our second metro line, Metro City & Southwest, into operation.

In the last year, Sydney Metro has delivered some exceptional achievements:

- Tunnel boring machines have arrived for our West and Western Sydney Airport projects
- The last piece of track has been laid connecting the North West line with the City & Southwest project
- Central Station's new passenger concourse Central Walk was unveiled, creating a much improved multi-modal experience for customers using Australia's busiest railway station
- The largest Public Private Partnership in NSW was awarded for Sydney Metro – Western Sydney Airport's Stations, Systems, Trains, Operations and Maintenance and Metro West gained planning approval for all nine of its stations.

And this was done in less than optimal circumstances. Global economic conditions following the COVID-19 pandemic are profoundly impacting how we deliver and operate Sydney Metro, creating challenges of a scale and complexity not seen in generations. We are adapting to meet these challenges, and this Corporate Plan Update outlines how we will continue to move forward in a world that is dynamic and unpredictable.

We remain confident that Sydney Metro is on track to achieve our vision 'To transform Sydney with a world-class metro'.

**John Arthur**  
Board Chairman

## Chief Executive

It is my immense privilege to be leading Sydney Metro at this pivotal time, and I am proud of the progress made and the milestones achieved since our inaugural Corporate Plan was developed in 2019. This current Corporate Plan Update offers the opportunity to reflect and refresh our strategic direction presented in the Sydney Metro Corporate Plan 2022–24 and sets the context for our future.

The final year of our Corporate Plan is a truly exciting time for our organisation, as we get ready to launch services on the Sydney Metro City & Southwest, which will connect north west Sydney to the Sydney CBD with a direct rail service for the first time through an under-harbour crossing. At the same time, construction continues on our mega projects Sydney Metro West and Sydney Metro–Western Sydney Airport.

All three projects will change and vastly improve the way our city moves, and I am so proud of all our people who are making this happen. By 2030, Sydney will have a network of four metro lines, 46 stations and 113km of new metro rail.

While we are delivering our significant portfolio of projects, the Metro North West Line will continue to fulfil its promise to our customers and community – maintaining high-frequency services, setting world-class customer satisfaction results, and achieving great precinct and place-making outcomes.

In reflecting on Sydney Metro's strategic direction, the health, safety and wellbeing of our people will remain at the forefront of how we build and operate metro services. In achieving our vision, our customers and communities will be at the centre of everything we do, and we will continue to be stewards of the investment entrusted to us by the NSW Government and the public.



With the impacts of the COVID-19 pandemic still being felt in the community and industry, our rail infrastructure delivery will not only be a game-changer for Sydney's future but will play a significant part in Sydney's recovery.

While the pandemic saw an increased level of collaboration between our project teams and delivery partners, it is important to note that this collaboration only increased over the last year as our City & Southwest project team and contractors responded to 12 months of continuous protected industrial action which saw the cancellation of more than 22 rail possessions.

The achievements by our people in the face of these challenges are incredible. In 2022, Sydney Metro awarded \$7 billion in contracts, we commenced work on an industry-leading partnership procurement model, made strides in our commitments towards net zero emissions and secured funding for a business case to extend the Western Sydney Airport line.

We will continue to build relationships and effectively engage with our partners across the community, government and industry to deliver sustainable city-shaping outcomes and benefits that enhance liveability and productivity for the people of Greater Sydney.

Importantly, we will remain collaborative in our approach and strategically aligned to the Transport Outcomes and priorities as we play our role in delivering the vision of the Future Transport Strategy.

We are ever-focused on delivering on our mission to provide connected metro services for Sydney, with more choice to customers, and opportunities for our communities – now, and in the future.

**Peter Regan PSM**  
Chief Executive, Sydney Metro

# 2. About Sydney Metro

The first of Sydney Metro's lines opened on 26 May 2019.

The Metro North West Line, Australia's first fully-automated driverless passenger railway, was delivered on time and \$1 billion under its \$8.3 billion budget. With 13 metro stations and 4000 new commuter car parking spaces, a new generation of metro trains runs every four minutes in the peak in each direction.

From the city's north west, metro rail is being extended under Sydney Harbour, through new underground city stations and into the West. On completion, Sydney will have 31 accessible metro railway stations and a 66-kilometre stand-alone metro railway system. There will be capacity for a metro train every two minutes in each direction under the Sydney city centre.

New metro rail is being extended to Western Sydney. The new Sydney Metro West project will connect the Sydney central business district (CBD) with Greater Parramatta, doubling rail capacity between these centres and linking communities along the way with a new underground railway.

Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy-Bird Walton) Airport, linking it with the rest of Sydney.

## Metro North West Line

Opened 26 May 2019



13 stations



4000 commuter car parks



36 kilometres

## Sydney Metro West

Construction started 2020



Nine stations



Connecting Greater Parramatta and the Sydney CBD



3.2 million  
Western Sydney population, 2036

## Sydney Metro City & Southwest

Services will commence in 2024



18 stations



New CBD connections



30 kilometres, including under Sydney Harbour

## Sydney Metro - Western Sydney Airport

Construction started 2020



Six stations servicing Greater Western Sydney



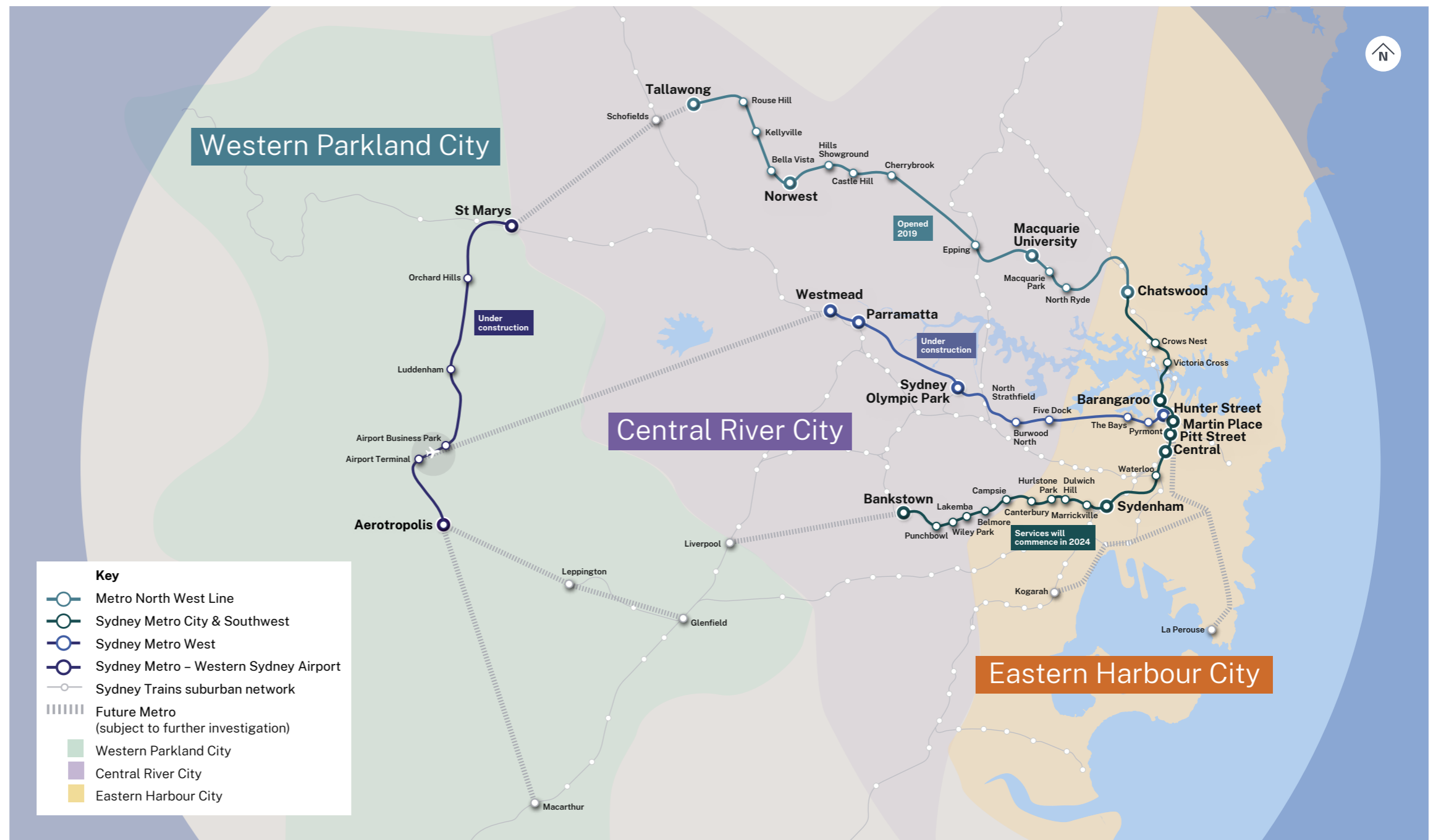
Connecting Western Sydney International Airport to the rest of Sydney



Servicing Greater Western Sydney

Future metro (subject to further investigation)

Sydney Trains suburban network



# 3. Sydney Metro highlights

## Overseeing a \$60 billion+ portfolio of projects

One railway line in operation and three railways under construction



More than **54.9 million** customer journeys on the Metro North West Line since May 2019 on more than 380,000 services\*



**83** community benefit initiatives have been implemented on the City & Southwest project to date^



**98%** Overall Customer Satisfaction index\*



**100%** track laid for the City & Southwest project\*



**74%** employee engagement score – People Matters Employee Survey (PMES) 2022



**31** accessible stations built by 2024



**Over 12 million tonnes** of usable spoil from all projects construction re-used\*



**30%** of carbon emissions associated with electricity used in construction have been offset\*



Over **90%** of sustainability targets for the City & Southwest project on track to being achieved\*



**96%** of construction and demolition waste recycled on project\*



**259,284,626** kilowatt-hours of operational electricity, equivalent to **211,169 tonnes** of carbon dioxide, offset on the Metro North West Line\*

\*as at 31 December 2022  
^as at May 2022

# 4. Our business

## 4.1 Our mission

Our role is to deliver a connected metro service for Sydney, providing more choice to customers, and opportunities for our communities – now, and in the future.

## 4.2 Our vision

To transform Sydney with a world-class metro.

## 4.3 Our values

Our values are the compass that guide us as we work together to navigate the challenges and opportunities ahead of us.

## 4.4 Our plan

This Corporate Plan Update provides an update to the Sydney Metro Board's strategic direction and intention for Sydney Metro that was set in July 2021 for the forthcoming three years. It demonstrates alignment of NSW Government and Transport for NSW (TfNSW) strategies and plans into a single strategic vision for the business.

Our Corporate Plan helps us convey to the public and our stakeholders how we intend to work towards achieving the NSW Government's priorities and objectives by outlining our focus areas, high-level budget, and measures of success.

### Sydney Metro's corporate values



Safety & Wellbeing

We think 'safety' and act safely. We strive for a healthy work-life balance and extend our caring approach to each other, the environment and the community in which we work.



Innovation

We are leading edge, creative and forward thinking. We deliver sustainable and innovative solutions. We are committed to our continuous improvement to deliver effective outcomes.



Collaboration

We create positive relationships, proactively solve problems, and achieve goals with our customers, stakeholders, partners and each other.



Excellence

We take pride in being customer centric. We are efficient and adaptable and make timely, risk-informed decisions. Together, we aim for excellence in delivery and a sustainable future.



Integrity

We listen and act with integrity, respect decisions and opinions of others and promote mutual respect and trust.



Achievement

We support each other to meet priorities, delivering outcomes for our customers and stakeholders. We are accountable, adaptable and always ready to take ownership.

# Our plan at a glance

## NSW Government vision: Future Transport Strategy, Transport's Outcomes

### Our vision

Transforming Sydney with a world-class metro.

### Our mission

To deliver Sydney a connected metro service, providing more choice to customers and opportunities for our communities now and in the future.

### Transport's outcomes

- Connecting our customers' whole lives**
- Successful places for communities**
- Transport systems and solutions enabling economic activity**
- Thriving people doing meaningful work**

### Our strategic objectives

- Delivery commitments**  
We will deliver high quality metro infrastructure and places – safely, on time and on budget.
- Successful engagement**  
We will collaborate with our communities and our partners to drive sustainable, city-shaping transformation.
- Operational excellence**  
We will work with partners, keeping customers at the centre of everything we do, to deliver a world-class, integrated metro.
- Financial responsibility**  
Our financial and commercial focus will drive value-for-money outcomes, and overall business success.
- Organisational capability**  
We will attract, nurture and develop a talented, diverse and innovative workforce who are enabled by fit-for-purpose systems and processes, and highly capable delivery partners.

### Our areas of focus

<p><b>Delivery commitments</b></p> <ul style="list-style-type: none"> <li>Keeping our people, partners and customers safe and secure</li> <li>Realisation of benefits and successful place outcomes</li> <li>Maturing our portfolio management practices</li> </ul>	<p><b>Financial responsibility</b></p> <ul style="list-style-type: none"> <li>Stewarding the investment in metro</li> <li>Optimising opportunities during and post COVID-19</li> <li>Ensuring financial control and compliance</li> <li>Being an informed and active client</li> <li>Managing our assets effectively</li> </ul>
<p><b>Successful engagement</b></p> <ul style="list-style-type: none"> <li>Enhancing our profile</li> <li>Forging strong relationships</li> <li>Planning future networks</li> <li>Ensuring genuine collaboration</li> </ul>	<p><b>Organisational capability</b></p> <ul style="list-style-type: none"> <li>Growing capabilities and careers</li> <li>Working smarter</li> <li>Servicing the needs of our business</li> <li>Having a balanced appetite for risk and opportunities</li> <li>Partnering to shape industry</li> </ul>
<p><b>Operational excellence</b></p> <ul style="list-style-type: none"> <li>Partnering for high performance</li> <li>Activating our precincts</li> <li>Assuring operational readiness of our second line</li> <li>Enhancing the security of systems and stations</li> </ul>	

### Guided by our values

- Safety & Wellbeing
- Collaboration
- Integrity
- Innovation
- Excellence
- Achievement

## 4.5 Our role and mandate

Sydney Metro is the NSW Government agency tasked with delivering a high-capacity, high-frequency metro network across the Greater Sydney region. Our role is to plan, build, operate and optimise metro services and create vibrant and attractive precincts and places, contributing to an integrated public transport network that focuses on customer and community outcomes.

We are an outcome-oriented organisation. We commit to providing easy, safe and reliable turn-up-and-go metro services, and deliver these customer-centric outcomes in a socially, financially and environmentally responsible way. We work together with partners and stakeholders to the benefit of all.

### Our legislative setting

Section 38A of the *Transport Administration Act 1988* (TAA) establishes Sydney Metro's statutory objectives and provides the legislative mandate for our necessary functions in service delivery.

As a public transport agency, we share the common objectives stipulated in the TAA, which reinforce that the customer is at the centre of everything we do.

Our enabling legislation sets out the intent of Sydney Metro, and provides for the necessary functions and legislative powers and controls to achieve them, so as to:

- **Deliver safe and reliable metro passenger services.** This includes planning, building and operating services with our service concession partners.

- **Contribute to vibrant and attractive places.** Sydney Metro is a place-maker. We work with communities and across government and industry to develop and evolve transit-oriented precincts, consistent with the NSW Government's strategic and policy initiatives.
- **Be a successful and responsible business.** We are stewards of an unprecedented infrastructure investment. We undertake our activities in a responsible and commercially astute manner.

As a NSW Government agency, we are subject to all standard legislative controls applicable to public authorities. Sydney Metro supports necessary legislative controls through policy, obligation registers, proactive audit and risk processes, and regular monitoring of compliance.

### Our place within the NSW Transport Sector

The TfNSW operating model is organised around customers and communities, giving greater focus to the different transport needs of urban and regional areas. Place plays a central role in the new model. A shift away from a modal-led operating model focuses on outcomes for customers and communities through stronger collaboration.

Sydney Metro is administratively arranged within the NSW Transport Sector, which supports collaboration across transport agencies and facilitates mutual support in the achievement of critical outcomes.

## 4.6 Strategic alignment

Our strategic direction is informed by multiple external and internal strategies and plans. These include the Australian Government drivers, the NSW Government's agenda and vision, and Transport's legislative mandate.

These plans help guide Transport's funding priorities and strategic direction to achieve the best outcomes for our staff, customers, communities, and the people of NSW.

This overlay of future-oriented public plans sets a strategic framework focused on economic productivity, liveability and sustainability, and is supported by integrated land use and transport planning and development.

Tier of government	Plans and strategies	Key themes
Australian	'Australian Infrastructure Plan 2021' and 'Infrastructure Priority List'	<ul style="list-style-type: none"> <li>• Economic productivity</li> <li>• Housing affordability and availability</li> <li>• Planned accommodation of growth</li> <li>• Transport capacity and connectivity</li> <li>• Environmental sustainability</li> </ul>
	Western Sydney City Deal	
NSW	'State Infrastructure Strategy 2022-2042'	<ul style="list-style-type: none"> <li>• Economic productivity</li> <li>• Housing affordability and availability</li> <li>• Precinct and place-making</li> <li>• Planned accommodation of growth</li> <li>• Financial sustainability</li> <li>• Transport capacity and connectivity</li> <li>• Environmental sustainability and resource security</li> <li>• Embracing new technology and innovation</li> <li>• Transforming data</li> <li>• Working in partnership</li> </ul>
	Future Transport Strategy	
	Transport's Outcomes	
Local	Council plans	<ul style="list-style-type: none"> <li>• Urban renewal</li> <li>• Integrated land use planning</li> <li>• Integrated transport planning</li> </ul>

## Future Transport Strategy

Future Transport is our vision for a modern and connected transport network that gives people the freedom to choose how and when they get around, no matter where they live and work.



Future Transport is a suite of strategies and plans that set the vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of large economic and societal shifts, and rapid changes in technology and innovation, behind our creation and maintenance of a world-class, safe, efficient, and reliable transport system. During the past financial year, Transport has updated the Future Transport Strategy to reflect changes in local and global trends. The updated strategy was released in September 2022.

The metro network in Sydney delivers the necessary step change in rail infrastructure to deliver the NSW Government's aim of 30-minute cities. By providing safe, fast and frequent, turn-up-and-go services, Sydney Metro will make our city an easier and quicker place to get around, and make destinations across the cities more accessible.

## Transport's operating model

Transport is an extended network of government agencies and independent entities that work closely together to deliver outcomes for the people of NSW.

Our operating model shows how we work together to deliver outcomes for those we serve. It was designed to enable Transport to adapt to the changing ways customers and communities engage with us, and how they use the transport network.

Our operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys, rather than individual modes of transport, and recognises the broader role that transport plays in creating great places in our communities. The people of Transport bring the operating model to life through our cultural aspirations and five ways of leading.

## Delivering real outcomes for NSW

Transport strategies and plans are underpinned by Transport's Outcomes, which describe the value we are seeking to achieve for customers, communities, the people of NSW and the people of Transport:

### Connecting our customers' whole lives



Transport plays a vital role in customers' lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of people and goods. We work to provide customers with effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.

### Successful places for communities



At the heart of communities are places where people come together to interact, transact and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Transport and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.

### Transport systems and solutions enabling economic activity



The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the state's transport assets.

### Thriving people doing meaningful work



We want Transport to be a great place to work and one of the safest workplaces in Australia. We aim to build capability and harness the diversity of our people and their perspectives. We enable the way we work through modern workplaces and choice in where and when we get the job done. We want our people to see how their role contributes to our vision and culture - putting the customer at the centre, people at the heart, and for the greater good.



Chatswood Station.

Transport receives funding based on Outcomes, putting the needs of people and businesses at the centre of strategic planning and investment decision making across NSW. Transport aligns its efforts and resources to ensure that the right things are delivered for our customers, communities the people of NSW, and the people of Transport.

Outcomes are used by Transport to turn its strategies and aspirations into deliverable plans, ensuring it is achieving real impact for people. These plans will be supported by indicators and targets that help monitor and assess our progress towards supporting the Outcomes.

This Corporate Plan shows Sydney Metro's contribution to achieving these Outcomes over the coming year.





**Customers**

Connecting our customers' whole lives



**Communities**

Successful places for communities



**People of NSW**

Transport systems and solutions enabling economic activity



**People of Transport**

Thriving people doing meaningful work

Transport's Outcomes set the medium-term direction to deliver on the Future Transport Strategy. The table below demonstrates how Sydney Metro's strategic objectives support the achievement of Transport's Outcomes.

Sydney Metro strategic objectives	Transport's Outcomes			
	Connecting our customers' whole lives	Successful places for communities	Transport systems and solutions enabling economic activity	Thriving people doing meaningful work
Delivery commitments	●	●	●	
Successful engagement		●	●	●
Operational excellence	●	●		●
Financial responsibility			●	
Organisational capability			●	●



An artist's impression of the Airport Terminal Station – Sydney Metro Western Sydney Airport.

# 5. Our strategic objectives

Sydney Metro’s strategic objectives and key areas of focus set out in this Corporate Plan Update support the creation of enduring value for our customers, communities and our State, in the current operating environment.

Our strategic objectives have been developed by the Sydney Metro Board. They underpin our statutory objectives, describe the way we strive to fulfil our legislative mandate, and respond to the risks and opportunities in the near-term.

The following strategic objectives provide focus for the day-to-day business activity of Sydney Metro.

They provide a common framework for our people, stakeholders and delivery partners to understand the significance of Sydney Metro, the priorities of the NSW Government’s investments, and the services we deliver.

 <p><b>Delivery commitments</b></p>	 <p><b>Successful engagement</b></p>	 <p><b>Operational excellence</b></p>	 <p><b>Financial responsibility</b></p>	 <p><b>Organisational capability</b></p>
<p>We will deliver high quality Metro infrastructure and places – safely, on time and on budget.</p>	<p>We will collaborate with our communities and our partners to drive sustainable, city-shaping transformation.</p>	<p>We will work with partners, keeping customers at the centre of everything we do, to deliver a world-class, integrated metro.</p>	<p>Our financial and commercial focus will drive value-for-money outcomes, and overall business success.</p>	<p>We will attract, nurture and develop a talented, diverse and innovative workforce who are enabled by fit-for-purpose systems and processes, and highly capable delivery partners.</p>

## 5.1 Delivery commitments

Through its portfolio of projects, Sydney Metro continues to deliver an unprecedented infrastructure program, as envisaged in the Future Transport Strategy. We know that working in partnership with our stakeholders, communities and delivery partners is vital to achieve our vision so that we can deliver on our commitments to government and the public.

The COVID-19 pandemic has profoundly impacted the environment in which we are delivering and operating Sydney Metro, creating challenges of a scale and complexity not seen in generations. These challenges continued through 2022-2023 and included supply chain impacts and significant increases in the price of materials, in addition to impacts from protected industrial action. Despite these challenges, Sydney Metro continued to play its critical role in supporting the NSW Government’s State Infrastructure Strategy, and Future Transport Strategy.

Health and safety remains one of our highest priorities at Sydney Metro. Our ‘Health and Safety Vision 2030’, commits us to delivering and operating a world-class metro that keeps our people, partners and customers safe and secure from serious injury or illness.

Sydney Metro will continue to embed a portfolio management approach for infrastructure delivery, to ensure we meet our delivery commitments with maximum effectiveness. This approach will catalyse opportunities for improvement across Sydney Metro and assist us to deliver a vision of consistent product and service outcomes; optimise resources and share knowledge; and uplift project management practices and support services for our portfolio of projects.

Sydney Metro continues to work across the enterprise to ensure compliance with amendments to the *Security of Critical Infrastructure Act 2018*. Sydney Metro is not required to comply with the *Security of Critical Infrastructure (Critical Infrastructure Risk Management) Rules 2023* at this time, however we are working to implement these as best practice.

### Our strategic focus for financial year 2023–2024 involves:

- **Keeping our people, partners and customers safe and secure:** Across our projects and operations, work with industry to drive positive health, safety and security outcomes that keep our people and customers safe and secure from serious injuries and illness.
- **Realisation of benefits and successful place outcomes:** Focus on the achievement of benefits identified within business cases and continue the design and creation of vibrant places around our stations through delivery and operations.
- **Maturing our portfolio management practices:** Maximise outcomes and drive efficiencies in infrastructure delivery through:
  - supporting the Sydney Metro City & Southwest, Sydney Metro West, and Sydney Metro – Western Sydney Airport projects in delivery phase, with a strong focus on budget and compliance
  - continually improving and maturing knowledge-management practices to share learnings and gain insights from operations and global peers to inform our projects
  - refining systems, processes and procedures to effectively support the scale of our portfolio management approach.



Track cutting works between Artarmon and Chatswood stations.

What we will do	Measuring our success
<ul style="list-style-type: none"> <li>• Embed a framework that strengthens health and safety leadership capability across our business, day-to-day operations and industry.</li> <li>• Ensure that lead indicator data regarding conformance management, as per the Trigger Action Response Plan, is measured against the agreed thresholds stipulated by Sydney Metro.</li> <li>• Develop and implement a framework that strengthens security across our delivery, operations and business.</li> <li>• Continue the progression of precinct development along the Metro North West Line corridor.</li> <li>• Continue to implement strong interface management to minimise impacts and end-to-end journey disruption across transport networks and the community during construction periods.</li> <li>• Collaborate with our partners and government stakeholders on strategic assessments, and place strategies for specific stations along the Sydney Metro West and Sydney Metro – Western Sydney Airport project alignments.</li> <li>• Continue to uplift our knowledge and lessons management practices within our business and across project lifecycles.</li> <li>• Manage design changes to support the needs of our projects and future operations, and ensure benefits identified will be realised.</li> </ul>	<ul style="list-style-type: none"> <li>• All major contracts include health and safety leadership performance requirements which are verified through audit and assurance processes.</li> <li>• Lead indicator data for conformance management is provided for 100 per cent of contracts.</li> <li>• Milestones are achieved.</li> <li>• Performance is within capital budget limits.</li> <li>• Progression of place strategies takes place, along with achievement of gross floor area and dwelling targets.</li> <li>• Development of new incident and compliance management systems ensures compliance with relevant environmental law – including conditions of planning approval.</li> <li>• Development and implementation of the knowledge management framework and supporting initiatives occurs.</li> </ul>

## In focus: catalysing transport and place-making benefits



An artist's impression of Victoria Cross Station.

Sydney Metro is a key infrastructure program within the NSW Government's infrastructure investment. We play an important role in supporting both economic and social outcomes for the State, which will define urban amenity across Greater Sydney for generations to come. Sydney Metro provides a range of high-value benefits to Greater Sydney and NSW, including the following.

**Transport benefits:** providing a step change in the capacity and customer experience of Sydney's public transport network by:

- strengthening connections and access across Sydney's global economic corridor
- providing dedicated turn-up-and-go services
- delivering more trains, more often along key corridors and interchanges with the wider transport network
- delivering a significant increase in rail capacity through the Sydney CBD and to Parramatta
- strengthening Sydney's public transport system by creating a stand-alone metro rail network that takes the pressure off existing transport options
- providing a low-pollution, low-carbon transport service.

**Place-making and city-building benefits:** supporting the most urbanised area in Australia through increasing connectivity, which in turn increases economic productivity and land use efficiency by:

- increasing employment opportunities for workers within the corridor
- creating a catalyst for more choice in housing – including affordable and accessible housing
- providing savings and efficiencies in infrastructure provision through infill developments
- improving social equity through improved travel times and highly accessible services.

## In focus: the borers are back in town



TBM 3 Wendy, dug a 6.2-kilometre tunnel to the edge of Sydney Harbour, on the City & Southwest project.

Tunnel boring machines (TBMs) are back in Sydney with contracts worth \$6 billion awarded for more than 60 kilometres of tunnelling.

The first of two mega borers will tunnel from the site of the future Bays Station on the Sydney Metro West project and tunnel 11 kilometres west to Sydney Olympic Park. This \$1.96 billion tunnelling contract is being delivered by the Acciona Ferrovial consortium.

The Gamuda Australia and Laing O'Rourke consortium will deliver a further 9 kilometres of twin metro rail tunnels between Sydney Olympic Park and Westmead under a \$2.16 billion contract.

And on the Sydney Metro –Western Sydney Airport project, four TBMs will deliver 9.8 kilometres of twin metro tunnels under a \$1.8 billion contract awarded to the CPB Contractors Ghella consortium.

A TBM being assembled on the Sydney Metro City & Southwest project.



## 5.2 Successful engagement

Purposeful relationships and genuine engagement with our stakeholders will continue to be critical for the long-term success of Sydney Metro, particularly as the footprint of our delivery portfolio grows.

Successful engagement is essential to deliver customer-centred service and design outcomes, as well as activated precincts and places for local communities, both now and in the future. This is a fundamental objective that enables us to focus on developing and nurturing relationships with our government agency partners. Understanding the varied needs of the communities in which we operate is vital for our long-term success.

Delivering sustainable infrastructure and driving socio-economic and environmental outcomes exemplify how we deliver and operate our railway and are intrinsically linked to our organisational profile. Our holistic approach to sustainability (environmental, social and economic) reflects our strategic objectives, which exist to sharpen our focus as a successful and outcomes-oriented business.

Guided by our 'Environment and Sustainability Statement of Commitment', our 'Sustainability Framework' and other Transport drivers, our aim is to embed sustainability considerations into the work that we do to support the development, delivery and operation of projects. Benefits realised from our approach to delivering sustainable outcomes form an integral part of Sydney Metro's values, objectives, and our compelling vision.

We will continue to encourage and foster collaboration, and develop capability and capacity – through early, regular and transparent engagement with our industry and delivery partners during streamlined procurement processes. We remain committed to our delivery partners by optimising commercial outcomes, and innovatively approaching collaboration and contractor performance management.

### Our strategic focus projects for 2023–2024 involves:

- **Enhancing our profile:** Communicate a compelling vision for Sydney Metro.
- **Forging strong relationships:** Strengthen relationships with existing and new stakeholders and with our communities.
- **Planning future networks:** Plan and integrate future world-class metro networks.
- **Ensuring genuine collaboration:** Collaborate with our market, industry partners and suppliers, facilitating optimal outcomes to finalise the delivery of the Sydney Metro City & Southwest project and the procurement and delivery of Sydney Metro West and Sydney Metro – Western Sydney Airport projects.



Wonder Day at Chullora Public School.

### What we will do

- Develop and implement community engagement and awareness initiatives to support our projects in delivery – minimising disruption during construction across all our projects and the transport network.
- Ready the community for the commencement of operations from Chatswood through the Sydney CBD to Bankstown.
- Contribute to future metro rail prioritisation initiatives with our Transport partners, to support future growth in the public transport network and position Sydney Metro as a feasible and affordable service solution for enabling end-to-end customer journeys.
- Enable extensions and interchange with future rail lines by safeguarding and informing requirements for engineering, design, planning and place-making.
- Support commercial, procurement and industry participation commitments by aligning with the 'NSW Government Action Plan: A ten point commitment to the construction sector'<sup>\*\*</sup> and contributing to the achievement of 'TfNSW Reconciliation Action Plan'<sup>\*\*</sup>. Achieve this by:
  - leadership in and proactive engagement with the Construction Leadership Group (CLG), Infrastructure NSW and related forums
  - regular communication, publication and promotion of a transparent pipeline of our major package procurements
  - standardisation wherever practicable of our procurement methodologies to embed efficiencies and reduce the cost of bidding
  - integration, implementation and monitoring of performance against the 'NSW Government Action Plan: A ten point commitment to the construction sector' and the 'Framework for Establishing Effective Project Procurement' and the Premier's Memorandum M2021-10 Procurement for Large, Complex Infrastructure Projects
  - driving greater participation by Aboriginal peoples and businesses in our goods, services and infrastructure project supply chain.
- Deliver climate resilient networks, develop a net zero emissions pathway and measure progress toward achieving net zero emissions.
- Raise awareness and implement measures to ensure modern slavery risks in supply chains are assessed and addressed.
- Pursue the realisation of the social, economic and environmental benefits of our projects – for the positive effect this has on the progress of NSW's productivity, economy and communities.

### Measuring our success

- Net positive sentiment towards Sydney Metro of at least 70 per cent, through surveys and community engagement.
- Our pipeline of major construction procurement is communicated with the market, with regular and consistent market engagement and periodic publication of updates to our major construction pipeline.
- Proactive monitoring of progress and implementation of our commitment to the 'NSW Government Action Plan: A ten point commitment to the construction sector'.
- Minimum of 1.5 per cent eligible spend occurs towards Aboriginal participation for contracts over \$7.5 million.
- Target of 1 per cent of addressable spend with Aboriginal businesses is achieved.
- Net zero emissions pathway is identified, zero emission electricity used for Metro operations, and a minimum of 25 per cent of construction electricity emissions are offset.
- All key strategic sustainability initiatives targeted by mid-2024 are completed.
- On-track progression of social and economic benefits, as established in relevant business cases.

\* Guides government and industry to work more effectively together on shared objectives and goals.

<https://infrastructure.nsw.gov.au/industry/nsw-government-action-plan/>

\*\* <https://www.future.transport.nsw.gov.au/future-transport-plans/reconciliation-transport-nsw>

## In focus: putting community first



A Sydney Metro virtual engagement room.

Sydney Metro works closely with communities to ensure they can have their say on how the Sydney Metro West project is designed and delivered. Our dedicated team works to mitigate the impact of construction for local communities, and to ensure that stations become thriving, welcoming hubs for everyone to enjoy as they live, work, shop and play.

Sydney Metro is making project information more accessible by offering interactive virtual engagement tools. We first built and launched our interactive virtual engagement room in early 2020 as a way for the community to learn more about the Sydney Metro West project's first Environmental Impact Statement and voice their opinions.

Using a digital-first approach we were able to significantly increase our audience catchment and engagement. Since then, we have created further virtual engagement rooms to inform the community about proposed construction activities and to encourage communities to express their views.

At the same time, Sydney Metro continued to provide personal support to residents and businesses, including dedicated community place managers along the Sydney Metro West project alignment.

By offering online interactive options, communities along the Sydney Metro West project corridor benefit from:

- more accessible information compared to a traditional in-person consultation
- easily accessible translation through the platform for cultural and linguistically diverse audiences
- dedicated Sydney Metro community relations specialists to assist with further information and accessibility requirements.



Sydney Metro West community information day.

## 5.3 Operational excellence

Excelling in operations hinges on delivering integrated metro services to a world-class standard, as well as working collaboratively to plan future metro corridors. Our high-frequency turn-up-and-go service will continue to be designed, delivered and operated around the needs of our customers and communities. The development of activated and vibrant precincts and places that surround our stations further enhances the customer experience of our operations.

We are committed to delivering multi-modal integration of transport services and being data-driven to gain a deeper understanding of the needs of our current and future customers. We need to be prepared to innovate and respond to changing expectations to understand which aspects of mobility our customers value over time.

Readying ourselves, our partners and the community for the commencement of passenger services on the future Metro City & Southwest Line is of paramount importance for Sydney Metro.

We remain guardians of our customer outcomes by working closely with our operating partner to maintain a level of high performance across our expanding networks, comparable to other metro operators around the world. Our unique role means we constantly strive for excellence to achieve world-class results in customer satisfaction, and to guarantee the safety and security of our systems, stations and day-to-day operation of the network.

Doing this successfully relies on our continued diligence and commitment to learn lessons from the Metro North West Line, Transport and industry. This knowledge will feed into the design of our railways and will support the transition from delivery into operation for all future projects.

### Our strategic focus for 2023–2024 involves:

- **Partnering for high performance:** Achieve all operational performance targets and maintain high levels of customer service, with positive customer, government and local community sentiment.
- **Activating our precincts:** Achieve timely and vibrant activation of our precincts, in line with our integrated transport and land use vision.
- **Assuring operational readiness of our second line:** As we prepare to transition the Sydney Metro City & Southwest project from delivery to operation.
- **Enhancing the security of systems and stations:** Safeguard the physical and cyber security of our networks.

### What we will do

- Deliver high-performance services and design precincts that satisfy the varied needs of our customers – in terms of reliability, convenience, comfort, safety, security and seamless travel.
- Appropriately use data-sharing with Transport partners to learn more about our customers' travel patterns and preferences, to improve the performance of our network and enhance the door-to-door customer journey.
- Implement work to transition the Sydney Metro City & Southwest project from delivery to operation and its integration with the Metro North West Line.
- Attract and retain tenants within our precincts and places along the Metro North West Line.
- Design with safety and security in mind – to protect our customers and staff, and the integrity of our network, including trains, stations and corridors.
- Increase our operational resilience by implementing effective cyber security initiatives and work with our partners and contractors to facilitate compliance with our Safety Assurance Framework.

### Measuring our success

- Operational performance: Achieve:
  - average annual patronage growth of at least 2 per cent.\*
  - service frequency reliability of at least 98 per cent.
  - net positive customer sentiment of at least 90 per cent, measured through regular surveys.
  - response to and management of security related risks and supporting law enforcement agencies to keep our places safe.
- Realise precinct commercial opportunities (retail)† controlled by Sydney Metro and OpCo, with regard to full retail tenancy rates for the Metro North West Line and completion of the Sydney Metro City & Southwest project retail space in line with Integrated Station Development and other contracts.
- Embark upon operational readiness activities in line with the Operational Readiness Framework for Sydney Metro City & Southwest.
- Complete an annual program of Security Assurance Reviews with our contractors.
- Achieve an improvement in the target maturity level of the TfNSW Cyber Attestation Score.
- Develop security standards and technical specifications.

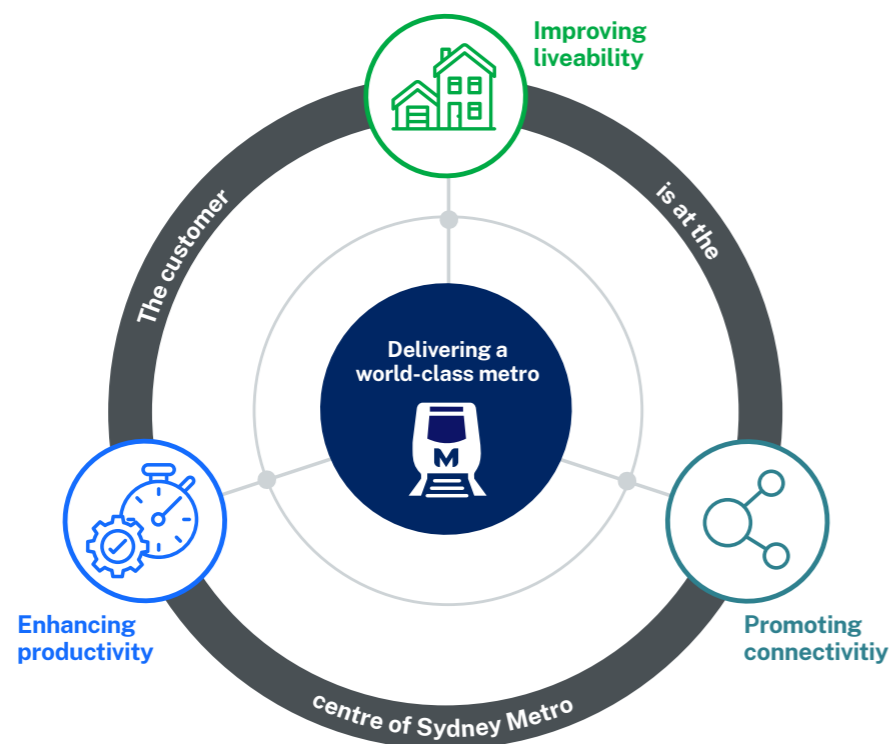
\*Initial growth dependant on COVID-19 recovery and continued easing of restrictions.

†Per Operations, Trains and Systems Project Deed, Schedule 9 (Section 6).



Expert train controllers work in a state-of-the-art Operations Control Centre at Tallawong.

## In focus: keeping the customer at the centre



At Sydney Metro, we define our customers as the people who live around our stations during construction and everyone who interacts with our precincts, stations, staff and service. The design and delivery of Sydney Metro is centred on the customer – their needs and behaviours, and their jobs to be done.

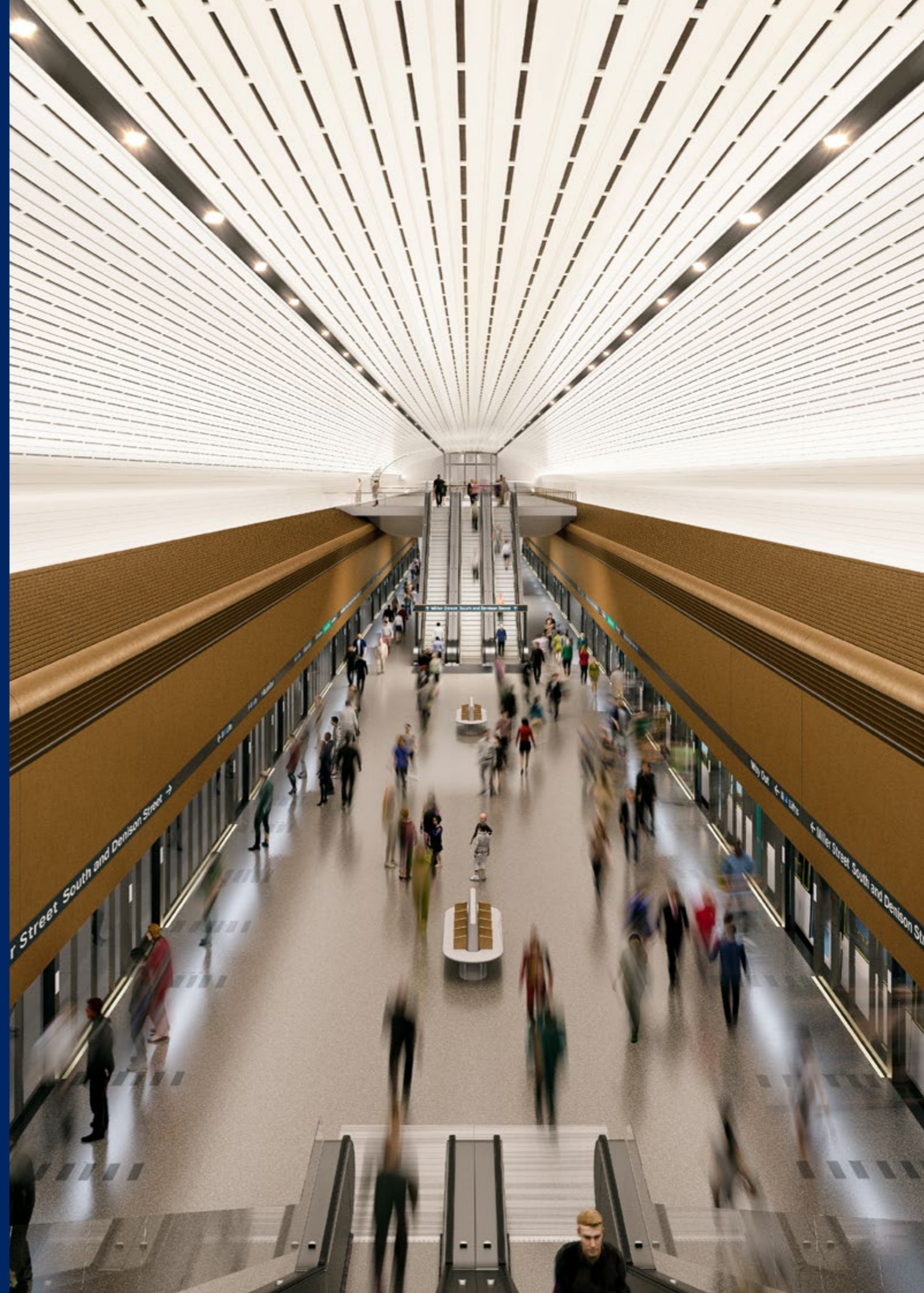
We are driven to deliver the best possible experiences and outcomes for our customers. We actively engage with our customers early and often, to deeply understand their needs and expectations. We use these insights to share information about everything we deliver or enable for our customers.

Navigating the local impacts of the COVID-19 pandemic, we worked with Transport to implement measures that ensured customers continued to feel safe and comfortable on the network.

This included:

- assessing service levels through on-site surveillance and utilisation of capacity loading in real-time applications, in order to dynamically increase or reduce services, allowing for social distancing
- deploying additional cleaning services and hand sanitisation units across the network to mitigate the risks of COVID-19 and assure customers of the cleanliness of the network.

We provided timely communications to customers on service level adjustments and COVID-specific messaging on the **Transportnsw.info** website, platform information displays, poster communications and PA announcements. Green ‘sit here’ stickers and up-to-date mask mandates were visible and provided passengers with the clarity needed to ensure adherence to the regulations.



An artist's impression of Victoria Cross Station.



## 5.4 Financial responsibility

Sydney Metro has stewardship for delivering and operating an extensive program of works. As our portfolio of projects progress through their lifecycles, accountability for invested public funds and delivering value-for-money outcomes will remain critical.

Sydney Metro is an informed and active client. We are committed to continually enhancing our relationship with, and understanding of, industry and delivery partners.

We seek to optimise our supplier relationship-management approach through a portfolio-wide strategic lens to improve commercial outcomes. This will be underpinned by monitoring and measuring market conditions, our risk appetite and exposure and the industry's risk appetite, to enhance the value of our existing and future commercial relationships.

The effects of the COVID-19 pandemic have presented significant challenges to Sydney Metro operations. We will continue to work with Transport and our partners to restore and grow patronage on our operating line, as well as to investigate opportunities for growing other revenue sources within the framework of a NSW public sector agency.

Sydney Metro remains proactively apprised of shifting market and construction sector conditions. Using appropriate financial controls and compliance enables us to protect the integrity of our budget and business against fraud, corruption and risk as we successfully deliver sustainable projects for the NSW Government, our customers and community. The value and benefits of our enterprise-wide activities will be further optimised through strong budget and cost management, resourcing and business planning.

We will have a continuing focus on efficient and comprehensive 'whole-of-life' asset management practices for our growing asset base. This includes fixed infrastructure, fleet, plant, information communication and technology (ICT), and property. We will achieve this through robust standards, principles and processes that will enable us to control and improve the end-to-end asset lifecycle.

### Our strategic focus for 2023–2024 involves:

- **Stewarding the investment in metro:** Efficiently manage project capital budgets.
- **Optimising opportunities during and post COVID-19:** Deliver farebox and other revenue growth.
- **Ensuring financial control and compliance:** Drive financial control and achieve compliance with laws, regulations and government requirements through effective governance, policies, systems and processes.
- **Being an informed and active client:** Drive value-for-money initiatives that optimise collaboration and commercial outcomes with our industry and delivery partners.
- **Managing our assets effectively:** Manage our property and operational asset base from a commercially prudent, whole-of-life perspective.

What we will do	Measuring our success
<ul style="list-style-type: none"> <li>• Ensure effective and efficient budget management.</li> <li>• Optimise budgeting and business planning processes.</li> <li>• Pursue value-for-money initiatives that support revenue growth in an ongoing COVID-19 environment.</li> <li>• Improve opportunity, capability and capacity of mid-tier contractors to generate greater participation in our projects.</li> <li>• Monitor, measure and manage market conditions, concentration, financial capacity, exposure and risk appetite throughout our commercial lifecycle.</li> <li>• Actively seek and secure value sharing and revenue generation opportunities.</li> <li>• Continue to operationalise robust standards – including total expenditure (TOTEX) planning and asset management system standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the degree of corporate management costs relative to annual expenditure.</li> <li>• Regularly review all project finances, costs and risks with a quarterly review of the quantitative risk assessments.</li> <li>• Achieve revenues from farebox and development of other commercial opportunities equal to at least 25 per cent of operational costs.*</li> <li>• Develop breadth and competitiveness across industry sector partners with Sydney Metro, measured through the number of large, mid-tier and local tender participants; and increase in capability and capacity.</li> <li>• Implement value sharing for metro projects embedded in infrastructure contributions reforms and governance arrangements for infrastructure projects.</li> <li>• Maintain construction procurement accreditation.</li> <li>• Continue annual asset management attestation.</li> </ul>

\*Farebox has been recalibrated for COVID-19 impacts, and is based on patronage recovering to 70 per cent of pre-pandemic levels in the medium term.



Sydney Metro Industry briefing.

## In focus: driving innovation in industry engagement



Sydney Metro –Western Sydney Airport project under construction.

The Sydney Metro –Western Sydney Airport project consists of 23 kilometres of new railway (tunnels and civil structures) between St Marys and the new Western Sydney Aerotropolis. The project includes six new metro stations –including two at the new Western Sydney International (Nancy-Bird Walton) Airport and one at St Marys, where customers can connect to the rest of Sydney’s public transport system.

The Stations, Systems, Trains, Operations and Maintenance (SSTOM) contract package includes the design, construction, supply and financing of stations, rail systems, trains and maintenance facility, and operations and maintenance.

The high levels of market competitiveness and capability are of paramount importance in ensuring value-for-money outcomes in infrastructure project delivery. Early market engagement identified significant constraints in the infrastructure market that may have impacted contractor participation in the SSTOM Public Private Partnership (PPP).

Sydney Metro embarked on an innovative approach to support industry participation in the project. The approach included a highly interactive engagement process, both pre-market and through the expression of interest phase, continuously taking on industry feedback to modify the approach to market and commercial conditions. This resulted in four fully formed and capable consortia expressing interest in participating in the SSTOM PPP.

To drive standardisation and consistency of commercial models, we developed the SSTOM project and commercial documents based on the preceding projects –including the Metro North West Line and the Sydney Metro City & Southwest project –enabling lessons learnt from previous contracts to be adopted.

As the result of the highly engaging and interactive process, we received a very positive response from the market in the environment of constrained infrastructure participation, and we will continue to drive innovation and optimal commercial outcomes.



An artist's impression of Western Sydney Aerotropolis Station.

## 5.5 Organisational capability

Sydney Metro has evolved significantly, with one metro line in operation and three lines in delivery. By the end of the decade there will be four metro lines in operation across Sydney. Sydney Metro will meet the growth of our delivery portfolio and operations with the appropriate organisational capacity and capability – with a deliberate focus on our people and their wellbeing, and our technology, systems and processes.

Safety and wellbeing is a core value and Sydney Metro is committed to creating and maintaining a healthy and safe work environment. We believe that today's people are central to tomorrow's outcomes. Our long-term goal focuses on creating an environment where our people feel cared for and valued. Our health and wellbeing plan enables access to the support that people need to maintain and improve their own mental, physical, social health and wellbeing, and support the wellbeing of their colleagues.

We are aligned and committed to the values and core principles of the four Transport Outcomes. We must attract and retain capable team members and delivery partners, embrace inclusivity and diversity outcomes, and remain committed to growing industry capacity to deliver on our commitments to Transport and the expectations of the NSW Government.

At an enterprise level, we will uplift our technology, systems and approach to support strategic workforce planning, resource management and team mobility. Our workforce is the key to our success and we will remain flexible and agile as we work to identify and achieve common purposes and objectives.

In conjunction with the NSW Government and industry partners, we will be looking to appropriately support and lead initiatives that build overall industry capacity and capability. We have several unique mechanisms available to develop and promote greater workforce capability, including contractual mechanisms and consultative advisory groups with construction leaders. Our partnerships and our legacy aim to inspire future talent and increase the industry talent pool. Training and access to once-in-a-lifetime opportunities will also facilitate technical development across specialist disciplines.

### Our strategic focus for 2023–2024 involves:

- **Growing capabilities and careers:** Support the growth of our business, the wellbeing of our people and build a high-performing, engaged and diverse workforce.
- **Working smarter:** Continuously improve our systems, services, processes and procedures to realise efficiencies and enhance affordability through fit-for-purpose business solutions.
- **Servicing the needs of our business:** Respond to evolving business requirements by maturing our portfolio management approach.
- **Having a balanced appetite for risk and opportunities:** Understand and balance our risk appetite and maximise sustainable opportunities to attract capable delivery and operating partners while driving value-for-money and long-term customer outcomes.
- **Partnering to shape industry:** Contribute to the achievement of the 'NSW Government Action Plan: A ten point commitment to the construction sector' through innovative and robust capability development plans that respond to industry trends and needs.

What we will do	Measuring our success
<ul style="list-style-type: none"> <li>• Integrate health and wellbeing practices for our people and business.</li> <li>• Continue to build workforce capability and career development opportunities to support business requirements and our peoples' needs – including strengthening our leadership, culture and engagement.</li> <li>• Support a hybrid way of working to achieve the best outcomes for our people while balancing productivity, flexibility and connection.</li> <li>• Manage talent sourcing to support workforce growth requirements and successful project delivery in a competitive resource market.</li> <li>• Drive a coordinated response to increase industry capability and capacity in the construction industry.</li> <li>• Continue to increase the number of women in senior leadership roles, Aboriginal employees (including in senior leadership roles) and employees with disability.</li> <li>• Develop an innovation program to build capability with our people and supply partners.</li> <li>• Improve our enterprise data management, insights and performance reporting capability.</li> <li>• Manage enterprise-wide risk models and operationalise the Three Lines Model and controls assurance plans.</li> <li>• Maintain fit-for-purpose Risk Appetite Statements for balancing the risks and opportunities in delivering and operating metro projects.</li> <li>• Continue to implement or improve the use of digital solutions that support end-to-end resource management processes, on-boarding new team members and governance across all resource types.</li> <li>• Successfully deliver our 'Information Technology Strategy 2021–25'.</li> </ul>	<p><b>Health, wellbeing, diversity and inclusion:</b></p> <ul style="list-style-type: none"> <li>• Achieve planned health and wellbeing deliverables.</li> <li>• Increase Aboriginal and Torres Strait Islander employees to 3 per cent at each award grade by June 2025, with an increase in Aboriginal peoples into senior leadership positions.</li> <li>• Seek early achievement of our longer-term representation target of 40 per cent women in leadership roles by 2025.</li> <li>• Increase representation of staff with disability to 5.6 per cent by 2025.</li> </ul> <p><b>Employee engagement and workforce management:</b></p> <ul style="list-style-type: none"> <li>• Maintain year-on-year performance of People Matters Employee Survey (PMES), achieving 75 per cent engagement.</li> <li>• Deliver the People and Culture Plan 2021–2024 to program milestones.</li> <li>• Support TfNSW to maintain recruitment time-to-start benchmark of 87 days.</li> <li>• Implement enterprise-level resource planning tool and establish change control governance to manage workforce requirements and reporting.</li> </ul> <p><b>Commitment to the construction industry:</b></p> <ul style="list-style-type: none"> <li>• Target at least 20 per cent of total labour force being 'learning workers' (apprentices, trainees or workers updating qualifications).</li> <li>• Target at least 20 per cent of relevant trades positions in projects to be apprentices.</li> <li>• Target at least 2.5 per cent women in trade-related work.</li> <li>• Target at least 8 per cent of the total project workforce aged less than 25 years.</li> <li>• Target at least 20 per cent of the workforce from the local area relative to the project alignment.</li> <li>• Target at least 1.5 per cent Aboriginal workforce and supply chain participation for contracts over \$7.5 million.</li> </ul>

## In focus: developing our people



Sydney Metro pre-employment program graduates.

Infrastructure Australia estimates that major public infrastructure activity will continue to experience constrained labour supply. In response to these challenges, Sydney Metro has taken a more strategic approach to how we attract and retain our best talent and embrace inclusion and diversity.

Sydney Metro has partnered with the TfNSW Entry Level Talent Program to launch a new Sydney Metro targeted recruitment process to grow talent pools of graduates through expressions of interest (EOIs), eligibility lists (E-lists) and merit assessment.

This approach has increased graduate placements, supported inclusion and diversity awareness, and increased targeted recruitment for entry level roles across the organisation. These outcomes are a direct result of increasing entry level roles and adapting how Sydney Metro engages and recruits graduates.

Sydney Metro's graduate recruitment activities, including the targeted talent program has seen a total of 56 graduates transition into roles across Sydney Metro since 2021. The feedback from hiring managers has been positive, with many noting that the process provides a simplified recruitment pathway and enables transparent processes for quality recruitment. In 2023, Sydney Metro will continue to develop our graduate talent pool with a focus on converting graduates in entry level opportunities, supporting the growing workforce and creating pipeline opportunities for years to come.

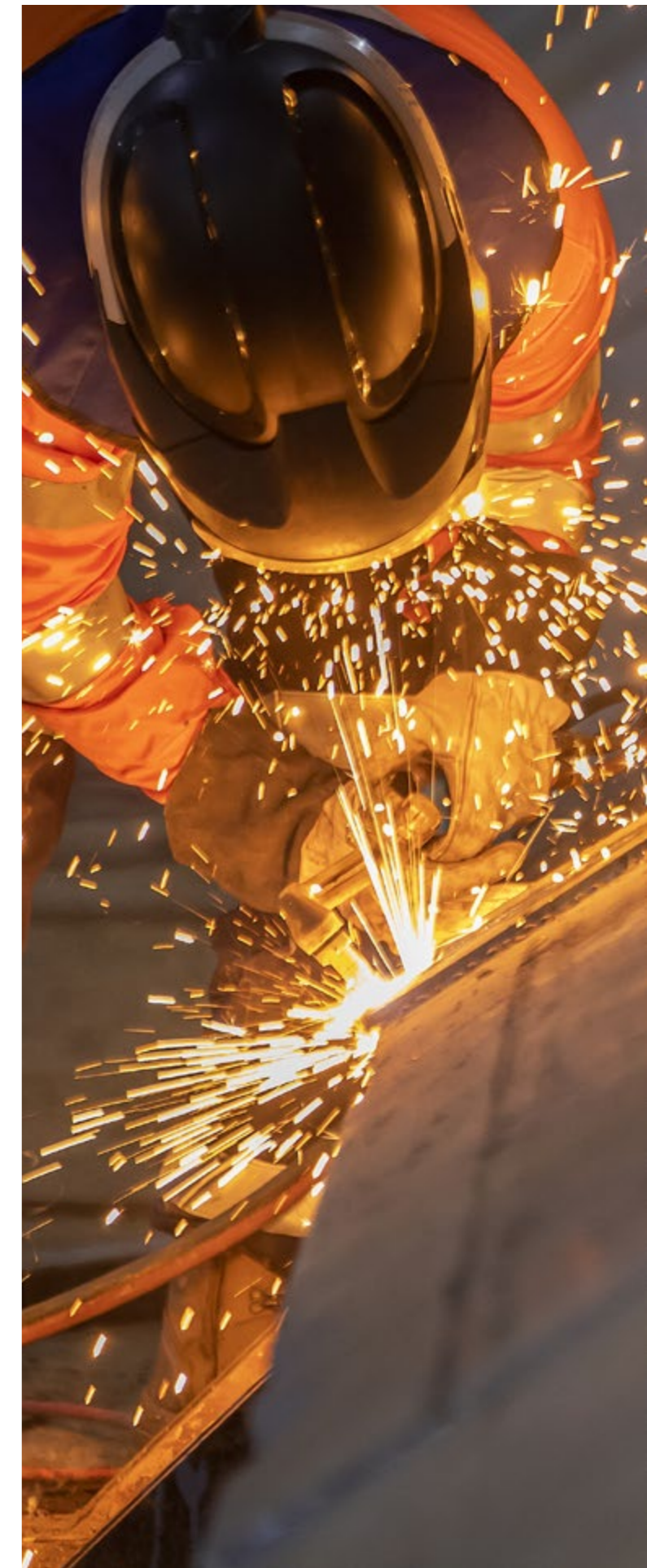
## 5.6 Measuring our success

Our strategic objectives set the overall context for our day-to-day activities and help us identify ways we can improve. Key initiatives and success measures detailed in this Corporate Plan Update are not representative of the full remit of functions and scope of day-to-day business activities required to operate the organisation.

Sydney Metro uses a threefold approach to setting targets for measuring our commercial and non-commercial activities:

- Where there is reliable, quantifiable, and comparative information available, we set specific performance targets and requirements.
- Where this information is not available, but where we have appropriate expertise to guide our business, we establish project plans with set review points, and develop nominal targets with a view to achieving them.
- Where there is insufficient information to set specific targets, or where activities are extended or require time to embed, we monitor business performance data and establish a suitable body of information to report on project health, progress and set benchmarks in the future.

Sydney Metro will continue to track the progress of committed activities against measures of success for our strategic objectives and ensure that any risks are managed with appropriate mitigations and controls.



Work continues on the metro railway tunnels under Sydney Harbour, 30 metres below ground from Barangaroo.

# 6. Our Board and Executive

## 6.1 The Board

Sydney Metro is strategically guided and overseen by a Board which provides direction, advice and guidance to the Chief Executive. The Board governs Sydney Metro by setting the strategic direction, making key decisions and appointing a Chief Executive for the day-to-day running of the organisation in accordance with a Board-approved delegations framework.

Consistently with this, decisions relating to the functions of Sydney Metro are made by or under the authority of the Sydney Metro Board, although subject to directions of the Secretary of TfNSW or the Minister for Transport.

The Sydney Metro Board is established in accordance with section 38F, and Schedule 2B of the Transport Administration Act 1988 (TAA).

The Board must have a minimum of three, and may have a maximum of eight, directors, consisting of at least three and not more than seven directors, appointed by the Minister. One additional director may be appointed by the Secretary of TfNSW. One of the Minister's appointees is to be specifically appointed by the Minister to chair the Board.

The Board is assisted in its work by its committees: The Board Audit Committee, the Board Risk Committee, and the Board People and Culture Committee, each of which operates under its own charter approved by the Board.\*



**John Arthur**  
Chairman



**Bob McKinnon**



**Gail Pemberton**



**Howard Collins**



**Louise Thurgood**



**John Barraclough**



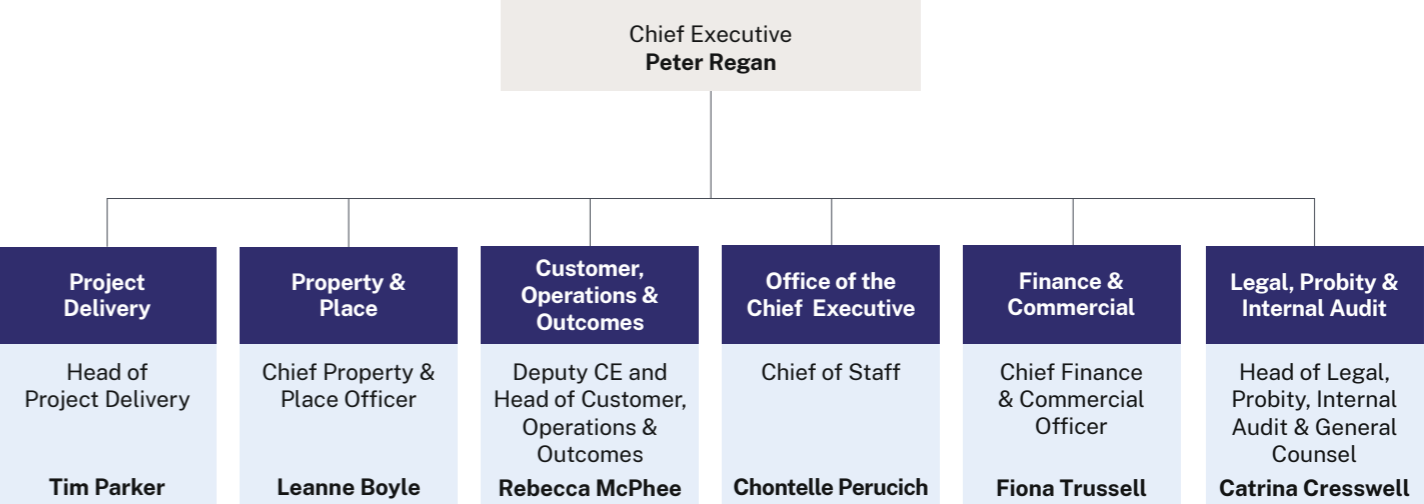
**Thao Oakey**

Sydney Metro Board of Directors (March 2023).

## 6.2 Chief Executive and senior leadership

Under the TAA, the Chief Executive is 'employed in the Transport Service'; and the Board exercises the 'employer functions' of the NSW Government in relation to the Chief Executive. In practical effect, the Board is the appointer and employer of the Chief Executive. Under section 38(2) of the TAA, the Chief Executive is responsible for the day-to-day management of the affairs of Sydney Metro subject to the specific policies and general directions (decisions) of the Sydney Metro Board. The Chief Executive may only exercise this responsibility to the extent authorised by the Board.

Our Chief Executive is supported by a Senior Leadership Team which leads functional portfolios. The team also forms part of a wider of Senior Leadership Group. This group consists primarily of direct reports to the Executive, who collaboratively navigate the risks and opportunities, share insights and monitor performance against the key focus areas of the business.



\* The Board Risk Committee and the Board Audit Committee was established in compliance with the Minister for Transport Determination issued on 19 September 2022 which exempted Sydney Metro from compliance with Core Requirement 3.1 and 3.2 of the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08).



# 7. Reporting and disclosure

We will track our activities and progress towards our Corporate Plan's strategic objectives, and key focus areas, embedding accountability and oversight of its delivery and fulfilment within all levels of our organisation.

All government agencies have statutory obligations to report and disclose their activities as required (noting Cabinet and commercial sensitivities), and to provide annual reports and annual updates to their Corporate Plans. Sydney Metro operates in accordance with these obligations.

Further information of our activities is available at [sydneymetro.info](https://www.sydneymetro.info)

The **NSW eTenders** website lists details of key commercial procurement documents, such as tenders and contract summaries of our projects.

As a NSW Government agency, we are subject to the *Government Information (Public Access) Act 2009* (GIPA Act) and the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

Members of the public can call, connect via Facebook or complete the enquiry form on our website [sydneymetro.info](https://www.sydneymetro.info)

We also have a 24/7 Community Information Line for project enquiries:

- Metro North West Line  
**1800 019 989**
- Sydney Metro City & Southwest  
**1800 171 386**
- Sydney Metro West  
**1800 612 173**
- Sydney Metro – Western Sydney Airport  
**1800 717 703.**

### **Translating and Interpreting Service**

If you require the services of an interpreter, please contact the **Translating and Interpreting Service on 131 450** and ask them to call **Sydney Metro** on one of the four telephone numbers above. The interpreter will then assist you with translation.

Bella Vista Station, North West Metro Line.

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