



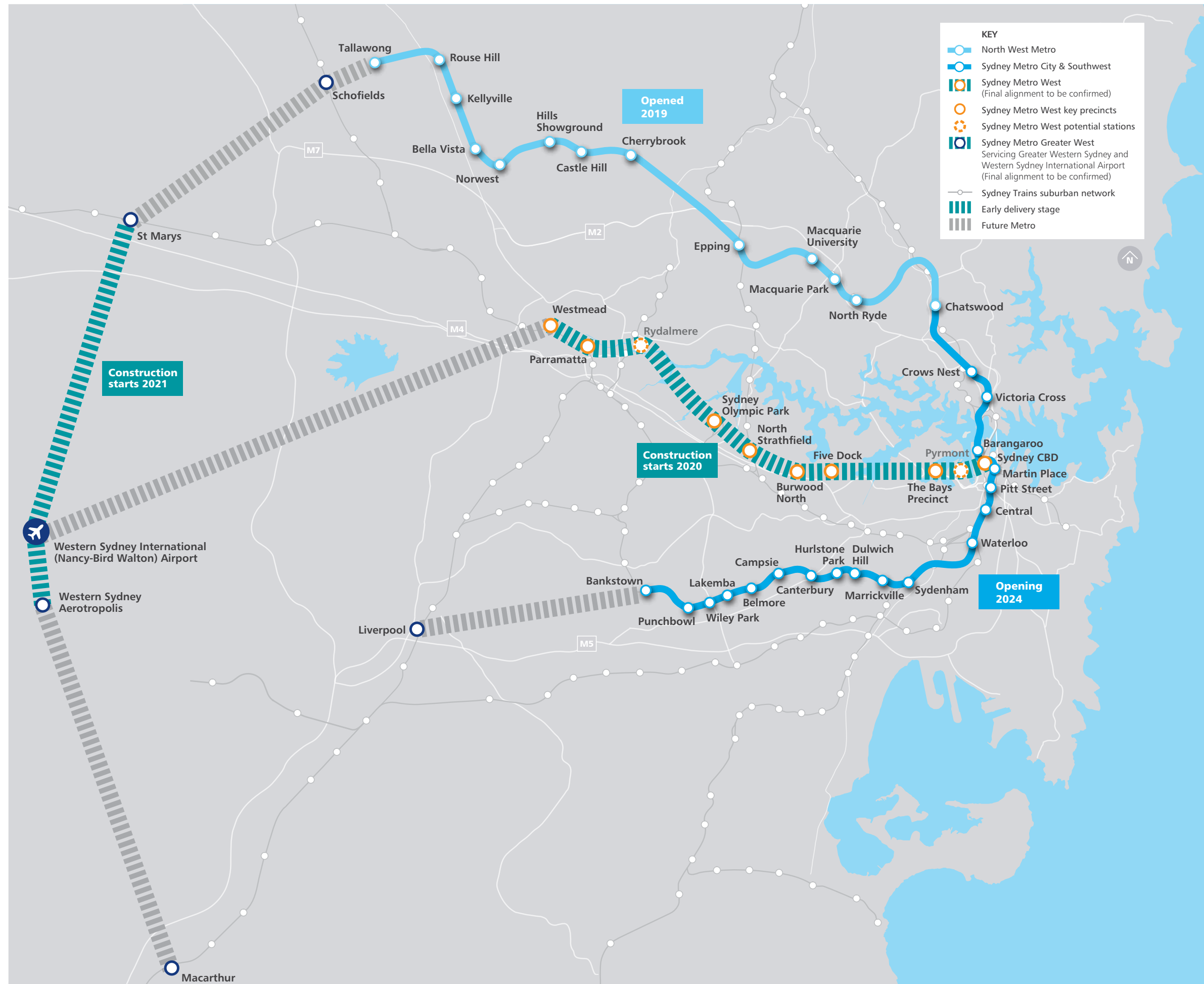
Corporate Plan

2019–2021



Table of contents

1. Foreword	1
2. Our business	3
2.1. Our plan at a glance	3
2.2. Our role and mandate	7
2.2.1. Our legislative setting	7
2.2.2. Our place in the Transport cluster	8
2.2.3. Outcomes based budgeting	9
2.3. Our contribution to whole-of-Government priorities and objectives	10
2.3.1. Future Transport 2056 strategy	11
2.3.2. A Metropolis of Three Cities	12
2.3.3. The State Infrastructure Strategy 2018-2038	12
2.4. The Sydney Metro service offering	13
2.4.1. Our customers	13
2.4.2. Our services	16
2.4.3. Our places	16
2.4.4. Our benefits	17
2.5. Our strategic objectives	19
3. Our activities	21
3.1. Successful engagement	22
3.2. Delivery commitments	23
3.3. Operational excellence	25
3.4. Financial responsibility	29
3.5. Workforce capability	30
4. Our people and partners	31
4.1. Our board and committees	31
4.2. Chief Executive and senior leadership	32
4.3. Our stakeholders	33
5. Reporting and disclosure	35



Cover image: Castle Hill Community Day, March 2019.
 This Corporate Plan has been prepared pursuant to the requirements of the Transport Administration Act 1988 (Section 38L).

Sydney Metro network, in operations, delivery and under early planning.

1. Foreword

Sydney Metro is here — it is a world-class transport solution for a global city, contributing to vibrant and attractive places across the Greater Sydney Region, and generating social and economic benefits for generations to come.

On behalf of the Sydney Metro Board, I am pleased to present the inaugural Corporate Plan for Sydney Metro — its first as a standalone NSW Government agency. This is an important annual document which helps convey how our key activities and areas of focus for the coming years deliver benefits for our customers, communities and the state.

Sydney Metro is working through a period of remarkable growth and achievement — the complex procurement phases of Sydney Metro City and Southwest; the catalytic and game-changing project development of Sydney Metro West and Sydney Metro Greater West, servicing the Western Sydney International (Nancy-Bird Walton) Airport; the legislative and corporate change of Sydney Metro from a delivery office to a separate Government agency; and of course the start of the ground-breaking turn-up-and-go passenger services in the North West of Sydney, from Rouse Hill to Chatswood.

As Sydney Metro plays its critical role in supporting the NSW Government's *Future Transport 2056* and *A Metropolis of Three Cities*, the Board will continue working with the Chief Executive and his extended leadership team in dealing with the complexities and opportunities confronting us, including:

- Delivering customer-centric services for the people of NSW, helping relieve congestion and improving journey times and experiences for our customers;
- Delivering a technology-led step-change in customer experience;
- Being a commercially astute partner to industry during a record infrastructure boom;
- Being effective and successful placemakers, reflecting the character and needs of dozens of individual communities along the alignments in our precincts and places;
- Growing a public sector workforce with experienced, inclusive leaders; and
- Effectively collaborating across government to deliver sustainable city-shaping outcomes.

Sydney Metro is delivering immense public value for New South Wales. This Corporate Plan articulates the Board's overarching strategic direction and intentions for Sydney Metro as we keep it focussed on the fundamentals of safe and reliable services, effective placemaking, project delivery, and on socially, environmentally and financially responsible business operations. We are confident that Sydney Metro is more than up to the task of achieving its vision — *Transforming Sydney with a world-class metro.*



John Arthur
Chair – Sydney Metro Board

It is my immense privilege to be leading Sydney Metro — to deliver for our customers generationally-defining, fully-automated turn-up-and-go services, and active and vibrant precincts and places. For Sydney Metro, 2019 represents a particularly exciting juncture, with the commencement of passenger services between Rouse Hill and Chatswood — and with that, a step-change in customer experience for Australia.

In reflecting on the Board's strategic direction, it is my intention that we at Sydney Metro have absolute clarity of purpose — we are here to deliver customer-centric service and place outcomes which, when seamlessly integrated with the broader public transport network of Sydney, will support the social and economic development of our State. The NSW Government has announced a clear roadmap for growing the Sydney Metro network across Greater Sydney, and we therefore have an opportunity to deliver lasting benefits for NSW.

Recognising that we are just one part of a number of Government agencies working together to deliver service outcomes for the communities of the Greater Sydney Region — we will only succeed when we meaningfully engage with our customers, stakeholders, businesses, and the wider community in which we operate. Our obligation to sincerely and effectively engage is crucial to our long-term success. We must also recognise that we have a social responsibility to the communities we service — in terms of designing, building, and operating our network. This Corporate Plan supports those ends — in describing the what and how of our business so that we can confidently move forward with clarity, and with the customer clearly at the centre.

In the period 2019-2021, we will need to further develop and mature our approach in a number of key areas.

- Being a business open to learning and change, striving for increasingly productive and cooperative engagement with our communities and partners, enabled by efficient and flexible ways of working.
- Focussing on meeting our commitments to the NSW Government — on time, on budget, while enhancing the safety and wellbeing of our workforce and our community.
- As stewards of a unique city-shaping opportunity, being financially responsible and commercially astute in the way we plan, build and run our network and our business, underpinned by robust good governance.
- Driving intelligent, forward-thinking operational partnerships — leveraging technology to manage a growing mass transit network that meets the public's evolving expectations. This also means taking a long-term view of our precincts and places — joined up with other parts of Government — so that they sustainably enhance both liveability and productivity.
- Working actively to attract and develop a workforce which is capable, innovative and diverse — converging multiple perspectives and working together to deliver for our customers and our State. We want to attract global best talent both internally, and in our delivery partners.

The team and I at Sydney Metro have embraced the opportunities envisaged in *Future Transport 2056* strategy — we will be bold, creative, and diligent in fulfilling our mandate as a placemaking public transport agency.

Sydney Metro's infrastructure and services will transform Sydney, and support our liveable, accessible global city. Delivering multiple concurrent mega-projects at the same time as overseeing the new operations of Northwest will be a huge task — expansive in geography, scale and timeframe. I am excited at the opportunities ahead of us, and look forward to working with our stakeholders and partners to deliver for Sydney.



Dr Jon Lamonte
Chief Executive – Sydney Metro

2. Our business

Our mission

We are here to deliver Sydney a connected Metro service, providing more choice to customers, and opportunities for our communities — now, and in the future.

Our vision

To transform Sydney with a world-class Metro.

2.1. Our plan at a glance

This document is our inaugural Corporate Plan, the first by Sydney Metro as an operating agency since being established on 1 July 2018. Consistent with our enabling legislation, this Corporate Plan helps us convey to the public and our stakeholders how we intend to work towards achieving Government’s priorities and objectives; it outlines our focus areas, high-level budget, and measures of success.

Our strategy



Our mandate is to support the economic development of the State, working to deliver the NSW Government’s vision of **integrated, connected and liveable cities**.



We commit to easy, safe and reliable turn-up-and-go **services**, active and attractive **precincts and places**, and delivering these **customer-centric** outcomes in a socially, financially and environmentally **responsible** way.



We want to work together to **grow the public value** of the State’s investment, for the **benefit of all**.



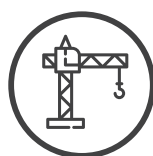
We rely on **our values as our compass**, to guide us in navigating the challenges and opportunities of the near future.

Our strategic objectives exist to sharpen our focus as a **successful and outcomes-oriented business**. Over 2019-2021, our priority areas are:



Successful engagement

- Communicating a compelling vision for Sydney Metro
- Forging stronger relationships with existing and new stakeholders
- Ensuring business and cultural alignment with the Board's strategic direction
- Providing the NSW Government with an innovative and affordable investment opportunity for Sydney Metro West and Sydney Metro Greater West, servicing the Western Sydney International (Nancy-Bird Walton) Airport.



Meeting delivery commitments

- Completing Sydney Metro Northwest by December 2019
- Supporting Sydney Metro City and Southwest in delivery phase activities
- Commencing appropriate enabling and mobilisation activities for Sydney Metro West and Sydney Metro Greater West, for a smooth transition to delivery.



Operational excellence

- Creating and embedding a clear vision of operational success, a structure to be an intelligent client, and a program for achieving it
- Bringing Sydney Metro Northwest services into full operations, with positive Government, customer and local community responses
- Achieving all operational performance standards, successively building our service delivery with high levels of customer satisfaction across the end-to-end service
- Vibrant station precincts developing in line with our vision of integrated transport and land use
- Safeguarding the physical and cyber security of the network.



Financial responsibility

- Clarifying and baselining the Metro product, without loss of core customer benefits
- Managing project Capital budgets, in partnership with Transport for NSW (TfNSW) and NSW Treasury
- Establishing an agile and sustainable organisational structure which best supports cross-business efficiency and the business' long-term functional requirements
- Managing our property and operational asset base from a commercially prudent, whole-of-life perspective
- Developing a clear and actionable plan for growing Farebox and other revenues.



Workforce capability

- Developing innovative delivery strategies for Sydney Metro West and Sydney Metro Greater West, to attract high-quality, competitive tenders
- Embedding Sydney Metro as an enduring and sustainable organisation
- Standing up a highly capable leadership group, able to lead Sydney Metro in the implementation of the Board's strategic direction
- Continuously improving our corporate systems, services and processes to enhance affordability and fitness-for-purpose
- Building the operational capability of Sydney Metro.

Tallawong



2.2. Our role and mandate

Sydney Metro is the NSW Government agency tasked with delivering the high-capacity, high-frequency Metro network across the Greater Sydney region. Our role is to plan, build, operate and optimise the door-to-door-to-door Metro customer journey. We are one operating agency within the Transport Cluster, contributing to an integrated public transport network serving a range of customers and communities.

We are here to deliver and transform for our State — maximising the social, economic and environmental opportunities and benefits catalysed by **safe, reliable, turn-up-and-go services**, and the delivery of **vibrant, attractive precincts** around our stations. In introducing new transport technology to Australia, we will be positioning ourselves at the forefront of commuter choice. We recognise that effectively integrating transport and land use outcomes means being responsive to the needs of diverse communities along our alignments.

To be successful we must continue to refine our delivery methods, optimise our service offering, and share our insights and experience to leverage the immense opportunities at hand. We are an outcomes-oriented team, committed to being a successful and responsible business — culturally innovative, financially responsible, and organisationally agile.

2.2.1. Our legislative setting

This Corporate Plan is designed to articulate the Board's strategic direction and intention for Sydney Metro, aligning the higher-order State strategies and plans into a single vision for the business.

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 operating agency, we also share the common objectives stipulated in the TAA, reinforcing that the customer is at the centre of everything we do.

In summary, our enabling legislation sets out the following intent for Sydney Metro, and provides for the necessary functions and legislative controls to achieve them:

- **Deliver safe and reliable metro passenger services.** Since the NSW Government's initial investment in the North West Rail Link in 2011, our role has been to plan and build the infrastructure necessary for our growing network of automated passenger services. In operations, we are to work as an intelligent and confident client to 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 NSW Government's strategic and policy initiatives.
- **Be a successful and responsible business.** We are stewards of an unprecedented infrastructure investment. We are required to undertake our activities — customer-facing and corporately — in a socially and environmentally responsible, and commercially astute manner.

We are established with a decision-making Board of directors as our Head of Agency — responsible for the overall direction and performance of Sydney Metro and subject to the control and direction of the Minister and Transport Secretary.

As a NSW Government Agency, we are subject to all standard legislative controls applicable to public authorities, including, amongst others:

- *Government Sector Finance Act 2018*
- *Public Authorities (Financial Arrangements) Act 1987*
- *Passenger Transport Act 2014*
- *Work Health and Safety Act 2011*
- *Rail Safety National Law*
- *Environmental Planning and Assessment Act 1979*
- *Land Acquisition (Just Terms Compensation) Act 1991*
- *Independent Commission Against Corruption Act 1988*
- *Government Information (Public Access) Act 2009*
- *Public Interest Disclosures Act 1994*
- *Protection of the Environment Operations Act 1997*
- *Public Works and Procurement Act 1912.*

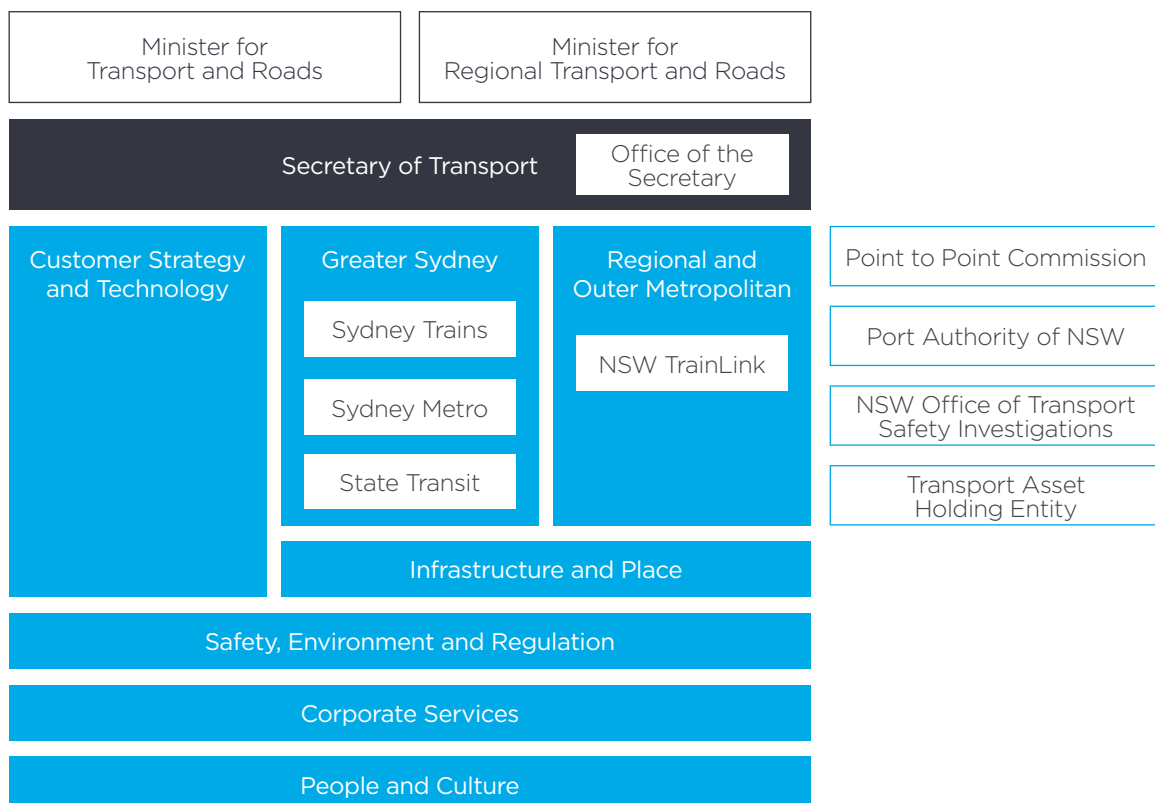
Sydney Metro supports necessary legislative controls through centralised policy and obligations registers, proactive audit and risk processes, and routine monitoring of compliance.

2.2.2. Our place in the transport cluster

Sydney Metro operates within the General Government Sector (GGS), and is administratively arranged within the Transport Cluster. The Transport Cluster’s principal agency is TfNSW.

We are one agency with close partnerships with our cluster siblings, especially those within the Greater Sydney Division. We work with TfNSW and the other operating agencies to collectively deliver an easy, integrated public transport service for NSW. TfNSW has accountability for strategic planning, cluster policy development, overall transport service integration, and multi-modal coordination of network disruptions. Sydney Metro has responsibility for day-to-day management of metro services, contracted operators and maintainers, to deliver agreed performance and safety standards.

We take a one-cluster approach to managing, developing, and empowering our teams – guided and aligned with TfNSW-wide rolling initiatives such as the *People at the Heart* strategy.



New South Wales Transport Cluster administrative arrangements.

2.2.3. Outcomes based budgeting

Outcome budgeting is a new way of budgeting from a citizen's perspective, first announced in Budget 2017-18. This form of budgeting means the Government can focus on the best way to directly achieve outcomes for the people of NSW. This approach is entirely aligned with Sydney Metro's outcomes-oriented approach to our legislative mandate, and supports our budget and resource prioritisation through providing a consistent value-for-money lens.

The entire State spending has been mapped across 46 outcomes that the NSW Government seeks to achieve for its citizens. Outcome indicators have been assigned to every State Outcome to track the progress that the NSW Government is making in achieving them.

The core State Outcomes to which Sydney Metro contributes are:

- **Safe and reliable travel** – delivering ongoing operations, maintenance and overall high performing transport networks, with reliable journeys and high customer satisfaction
- **Accessible transport** – enabling and enhancing the equity and accessibility of the transport system for all customer groups
- **Successful places** – implementing initiatives with a focus on activating precincts through leveraging transport infrastructure and land holdings
- **Future ready transport** – enhancing infrastructure and asset capacity allowing the transport system to efficiently and sustainably cater for future demand.



Bringing **integrity** to life

Our value of integrity means respecting the decisions and opinions of others, and promoting mutual respect and trust. It means making clear, transparent decisions and taking responsibility for our actions.

Our intent and commitment is to a culture which is safe, inclusive, and fair. Discriminatory practices, whether overt, subtle, or 'coded,' have no place in Sydney Metro. Exclusion diminishes the value of each team member, and prevents us from leveraging the collective wisdom, perspectives, histories and contributions of our team.

Over 2019-2021, we will be continuing the *we.SydneyMetro* program, which supports us acting with integrity by working to break down conscious and unconscious biases, and by providing practical tools and support mechanisms for our workforce to build more inclusive teams.

we.
Sydney Metro

we ■ take action for equality

we ■ value the development of our people

we ■ are a support network

we ■ can evolve to fit our topics

We will be working closely with TfNSW, the NSW Public Service Commission and our delivery partners to develop comprehensive, compelling and actionable plans which support the achievement of:

- Women in leadership roles
- Greater Aboriginal participation
- LGBTI inclusion
- Flexibility in the workplace
- Disability inclusiveness.

2.3. Our contribution to whole-of-Government priorities and objectives

The program of works being delivered by Sydney Metro represents an unprecedented opportunity to deliver broad social and economic benefits to our State, for generations to come. In developing Investment Business Cases, we strive to look for value-for-money opportunities to concurrently deliver against the objectives of relevant Commonwealth, State and Local strategies, plans and priorities.

Tier of government	Plans and strategies	Key themes
National	<i>Australian Infrastructure Plan & Infrastructure Priority List</i>	<ul style="list-style-type: none"> • Economic productivity • Housing affordability and availability • Planned accommodation of growth • Transport capacity and connectivity • High profile, high priority project for the Commonwealth • Environmental sustainability
	<i>Smart Cities (including the Western Sydney City Deal)</i>	
State	<i>Future Transport 2056 strategy</i>	<ul style="list-style-type: none"> • Economic productivity • Housing affordability and availability • Planned accommodation of growth • Transport capacity and connectivity • Environmental sustainability and resource security
	<i>A Metropolis of Three Cities</i>	
	<i>State Infrastructure Strategy 2018-2038</i>	
	<i>Premier's Priorities</i>	
Local	<i>Council Plans</i>	<ul style="list-style-type: none"> • Urban renewal • Integrated land use planning • Integrated transport planning

Strategic plans and policies framework.

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

The framework of plans and key themes gives us direction and clarity in engaging with our communities and partners regarding our activities, and gives us further perspective on evaluating the commercial prudence of secondary and ancillary revenue opportunities. We are committed to achieving complementary benefits where we can demonstrate value-for-money to the State.

Amongst others, these key strategic documents provide further context to understanding the future customer, social, environmental and economic benefits which will be expected from the Metro investment.

2.3.1. Future Transport 2056 strategy

The *Future Transport 2056* strategy is a 40 year roadmap, supported by plans for regional NSW and for Greater Sydney. It is the first transport plan in Australia to harness technology to improve customer outcomes and it starts with a long term vision for our communities.

The strategy is built around the customer being at the centre of everything. It outlines a vision, strategic direction and customer outcomes, with infrastructure and services plans underpinning the delivery of these directions across the state. It envisages a future mass transit network of over 210 kilometres (km), in which Sydney Metro will play a central role.

The vision is built on six outcomes:

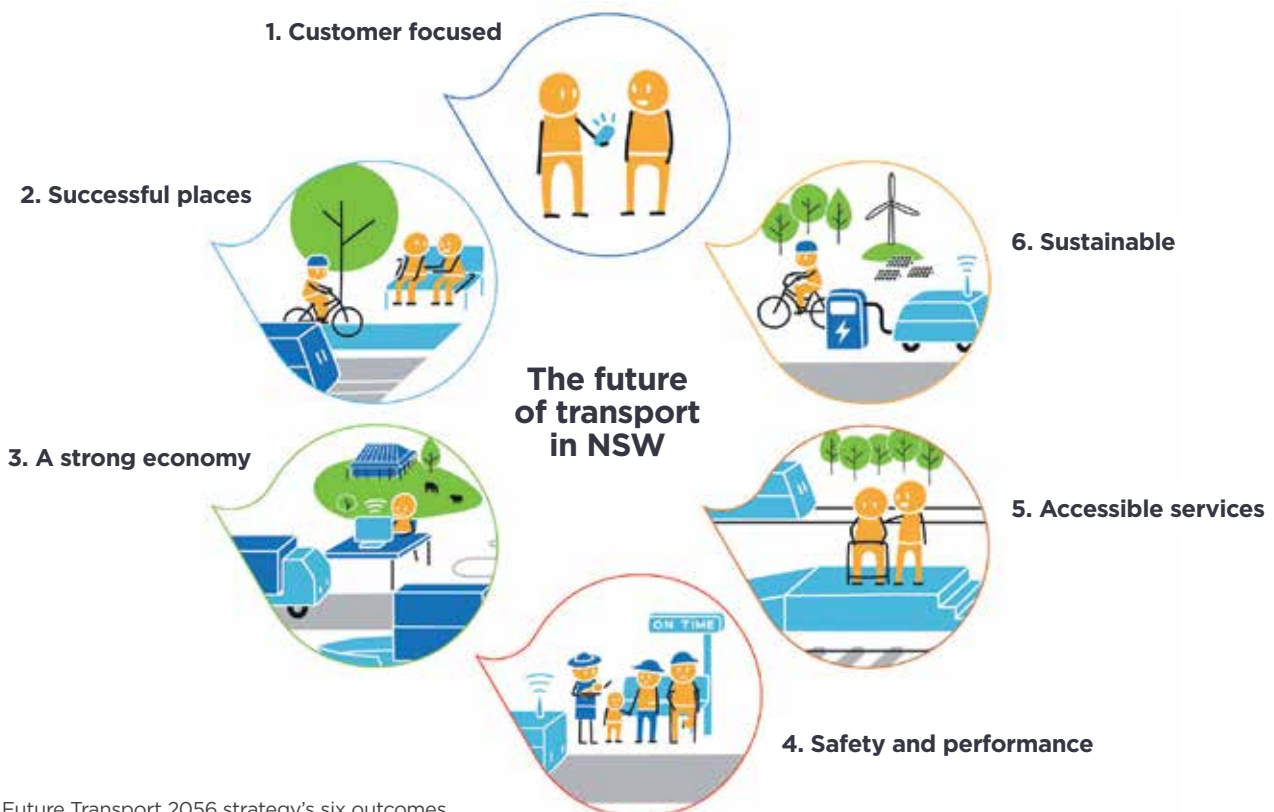
- **Customer focused** – Every customer experience will be seamless, interactive, and personalised by technology and big data
- **Successful places** – The liveability, amenity and economic success of communities and places are enhanced by transport
- **A strong economy** – The transport system powers NSW’s future \$1.3 trillion economy, and enables economic activity across the state
- **Safety and performance** – Every customer enjoys safe travel across a high performing, efficient network.

- **Accessible services** – Transport enables everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances

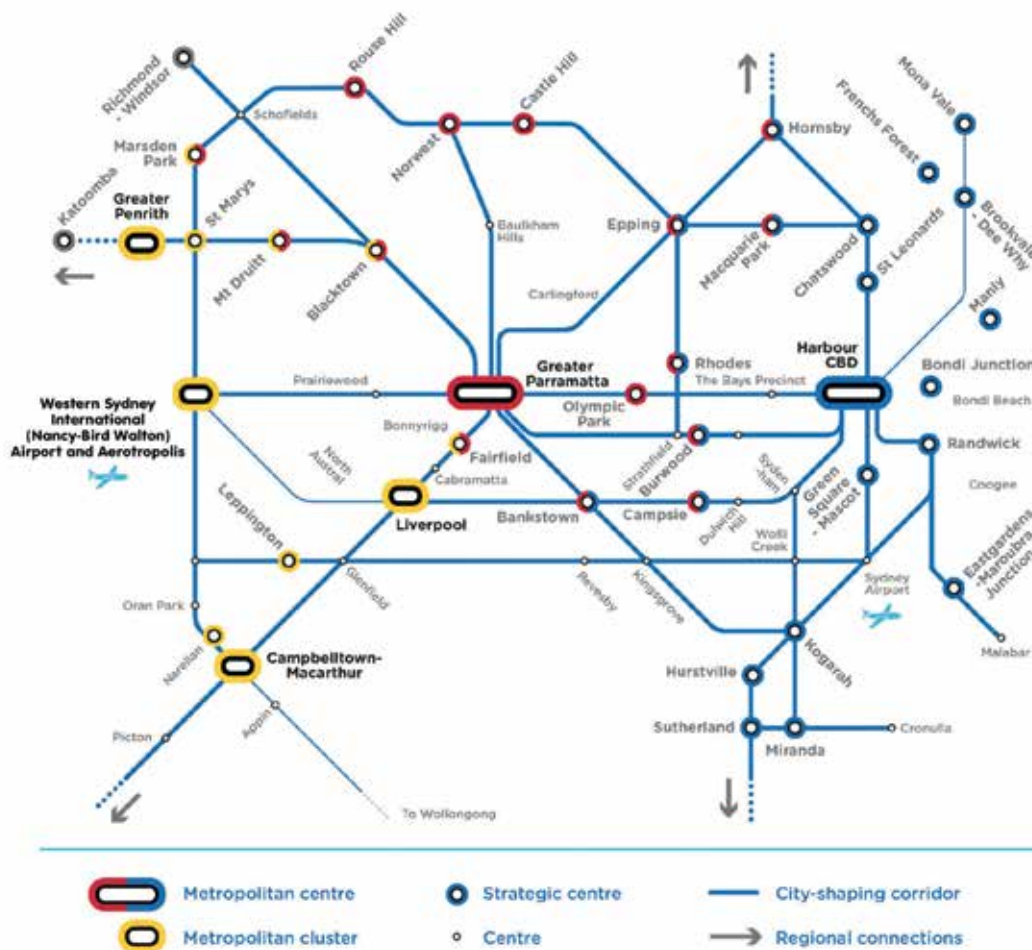
- **Sustainable** – The transport system is economically and environmentally sustainable, affordable for customers, and supports emissions reductions

Future Transport 2056 strategy foreshadows the introduction of up to 210km of high capacity mass transit corridors over the life of the strategy. The growing ‘turn-up-and-go’ network is identified as key to both achieving the 30-minute cities vision, and managing the broader transport system’s cost-effective transition to a low emissions environment. The Sydney Metro network will be complemented by a range of other transport network improvements underway and planned, with a particular focus on delivering choice, and achieving an integrated customer journey, through Mobility as a Service (MaaS).

In bringing to life this long-term vision, we will need to continue working with our cluster partners to actively explore ways to deliver more efficient, integrated and attractive outcomes in terms of place and mobility. We will be looking to support nearer-term cluster priority focus areas, such as place-based integrated service design, whole-of-Government and community engagement, and financial sustainability. We will seek to drive alignment of our agency activities with the broader strategic intent and outcomes of the *Future Transport 2056* strategy.



Future Transport 2056 strategy’s six outcomes.



Future Transport 2056 strategy's city-shaping corridor vision.

2.3.2. A Metropolis of Three Cities

In November 2015, the NSW Government established the Greater Sydney Commission to lead metropolitan planning for the Greater Sydney Region, with a focus on:

- promoting the alignment of infrastructure decision-making with land use planning
- promoting the supply of housing, including affordable housing
- supporting improvement in productivity, liveability and environmental quality.

In the Greater Sydney Region Plan 'A Metropolis of Three Cities – Connecting People,' the Commission has emphasised the importance of high frequency, high capacity, mass-transit solutions to the realisation of its vision. Sydney's Metro network delivers the necessary step change in rail infrastructure which can deliver the NSW Government's aim of 30-minute cities. By providing safe, fast, frequent, turn-up-and-go services, Metro rail will make Sydney an easier and quicker place to get around, and make destinations across the cities more accessible.

2.3.3. The State Infrastructure Strategy 2018-2038

The State Infrastructure Strategy (SIS) is a 20-year infrastructure investment plan for the NSW Government that places strategic fit and economic merit at the centre of investment decisions. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the State's economy, enhance productivity and improve living standards for communities of NSW.

The SIS sets six cross-sectoral strategic directions, each designed to achieve 'more with less' and embed good practice across the infrastructure lifecycle.

These are:

- better integrating land use and infrastructure
- delivering infrastructure to maximise value for money
- optimising asset management
- making our infrastructure more resilient
- improving digital connectivity
- using innovative service delivery models.

2.4. The Sydney Metro service offering

2.4.1. Our customers

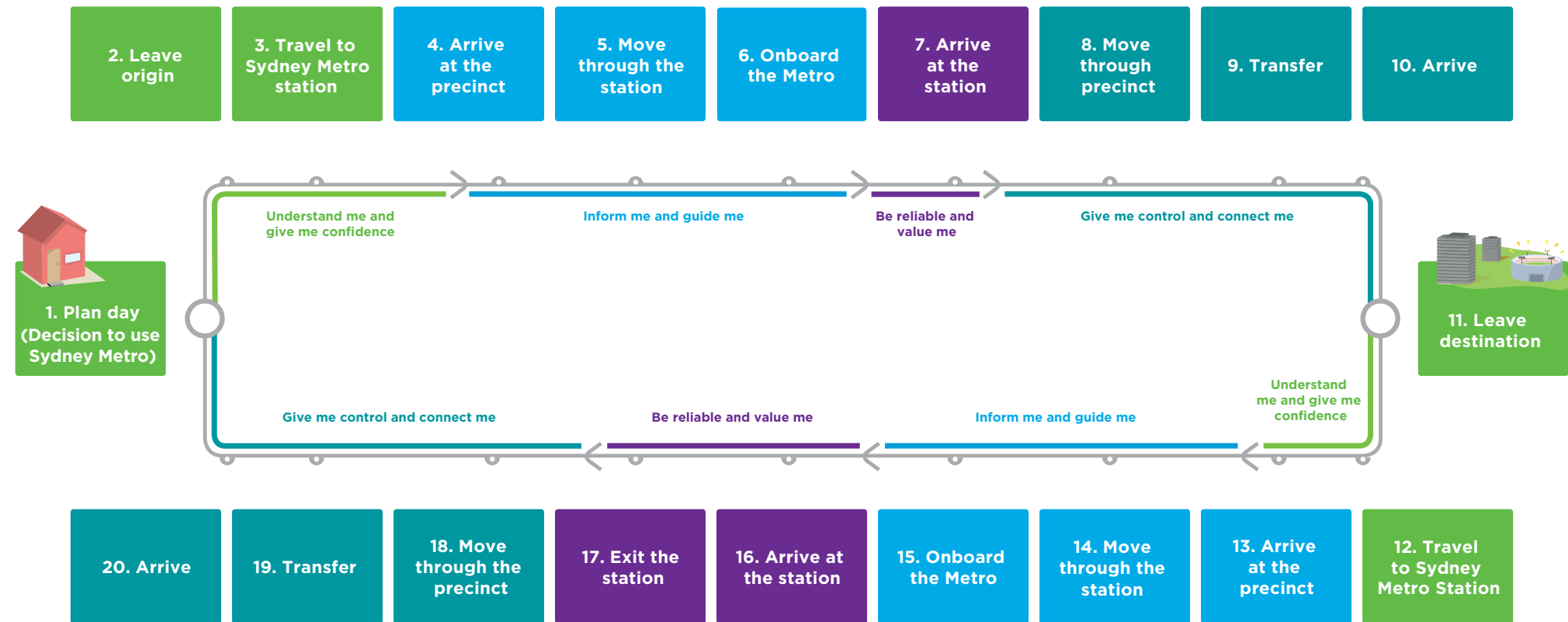
Our customer are at the centre of everything we do at Sydney Metro.

Sydney Metro recognises that not all customers are the same. We must understand their needs and values to provide services that are safe and accessible to all.

We aim to deliver an easy experience, making Sydney Metro our customers first choice for travel.

Customers' decision to use Sydney Metro starts at home. Their choice of transport is based on their perception of ease across their journey from home to their destination and back home again (their door-to-door-to-door journey). Our goal is to design and deliver a seamlessly integrated service, where our places, stations, trains, and connections are considered together.

The door-to-door-to-door journey of our customers.



Customers at Rouse Hill Station on the first day of Sydney Metro services, May 2019.





ie Park
North Ryde

Chatswood

2.4.2. Our services

Sydney Metro utilises technology-led infrastructure, systems, and operational assets to deliver a great service to our customers. The automated and segregated nature of the Metro network enables us to offer safe and reliable passenger services which can be easily adapted to growing capacity requirements and are highly supportive of universal accessibility.

The services on the Metro North West Line (Rouse Hill to Chatswood) will utilise high-performance rolling stock, optimised for our local customer requirements. All trains have been configured for safer, streamlined boarding and alighting. We are reflecting our commitment to environmental sustainability, with 100 per cent of Sydney Metro Northwest's operational emissions offset via solar technology.

2.4.3. Our places

There is no one-size-fits-all approach to shaping Metro-enabled transport precincts. Each community, in each corridor segment, has a unique and important history and character, and will face its own future infrastructure needs. Accordingly, Sydney Metro's role as a placemaker will be tailored to each Metro precinct.

Our strategic intent is to generate attractive, sustainable and affordable place outcomes which:

- maximise customer experience and urban amenity
- create integrated domains which drive high, continuous usage of that Metro station or facility
- respond to whole-of-Government and community objectives, such as urban renewal plans
- maximise value creation opportunities to make economically beneficial infrastructure more affordable.

Sydney Metro acknowledges the guidance of the NSW Government *Movement and Place Framework* in setting overarching parameters for how transport services best facilitate efficient movements of people, goods and services in tandem with achieving vibrant place outcomes in the built environment.



Bringing **innovation** to life

Our value of innovation means being creative, curious and forward thinking, actively working to learn from our past experiences and diverse team members to do things better.

Our intent and commitment is to a team environment in which every member feels empowered and supported to pursue and share ideas for improving our business outcomes — underpinned by intuitive and accessible knowledge processes, and a demonstrable attention to the value-for-money of such initiatives.

Over 2019-2021, we will be working to enhance our internal systems regarding innovation management, with a particular focus on maturing our lessons learned processes to capture experiences between and across the lifecycle phases of our projects. These systems will need to rely on strong support from the senior leadership to commit time to these activities, and well-understood communications tools to support insights and lessons being effectively cascaded throughout the business.

2.4.4. Our benefits

Sydney Metro is identified as a key infrastructure program as part of the NSW Government's infrastructure investment.

However, Sydney Metro is more than just a portfolio of transport projects. We play an important part in catalysing and 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:

- **Transport benefits** – providing a step change in the capacity and customer experience of Sydney's Public Transport network:
 - 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, with multiple destinations and interchanges with the wider transport network
 - Delivering a significant step-change in rail capacity through the Sydney CBD, providing major congestion relief on key existing corridors on the Sydney Trains metropolitan rail network
- Strengthening the overall transport network by allowing other modes such as buses to be deployed to more efficient routes and to provide stronger regional connections
- Providing a low-pollution, low-carbon transport service.
- **Placemaking and city-building benefits** – supporting the most urbanised area in Australia through increasing connectivity, which in turn increases economic productivity and land use efficiency:
 - Increasing employment opportunities for workers within the corridor
 - Catalysing more choice in housing, especially for affordable and accessible housing
 - Savings and efficiencies in infrastructure provision through infill developments
 - Improvements in social equity through improved travel times and highly accessible services.

Further, *Future Transport 2056* strategy and *A Metropolis of Three Cities – Connecting People* describes a mass-transit future in which the need for long commutes is reduced through expanded high-frequency 'hub-and-spoke' network, accessibility to jobs is increased through proximity to successful and vibrant places, and where infrastructure delivery is effectively and affordably aligned with longer-term, place-based growth requirements.

Bringing **collaboration** to life

Our value of collaboration means developing positive and productive relationships that support us in problem-solving, in openly sharing information and knowledge, and in working as 'one team.'

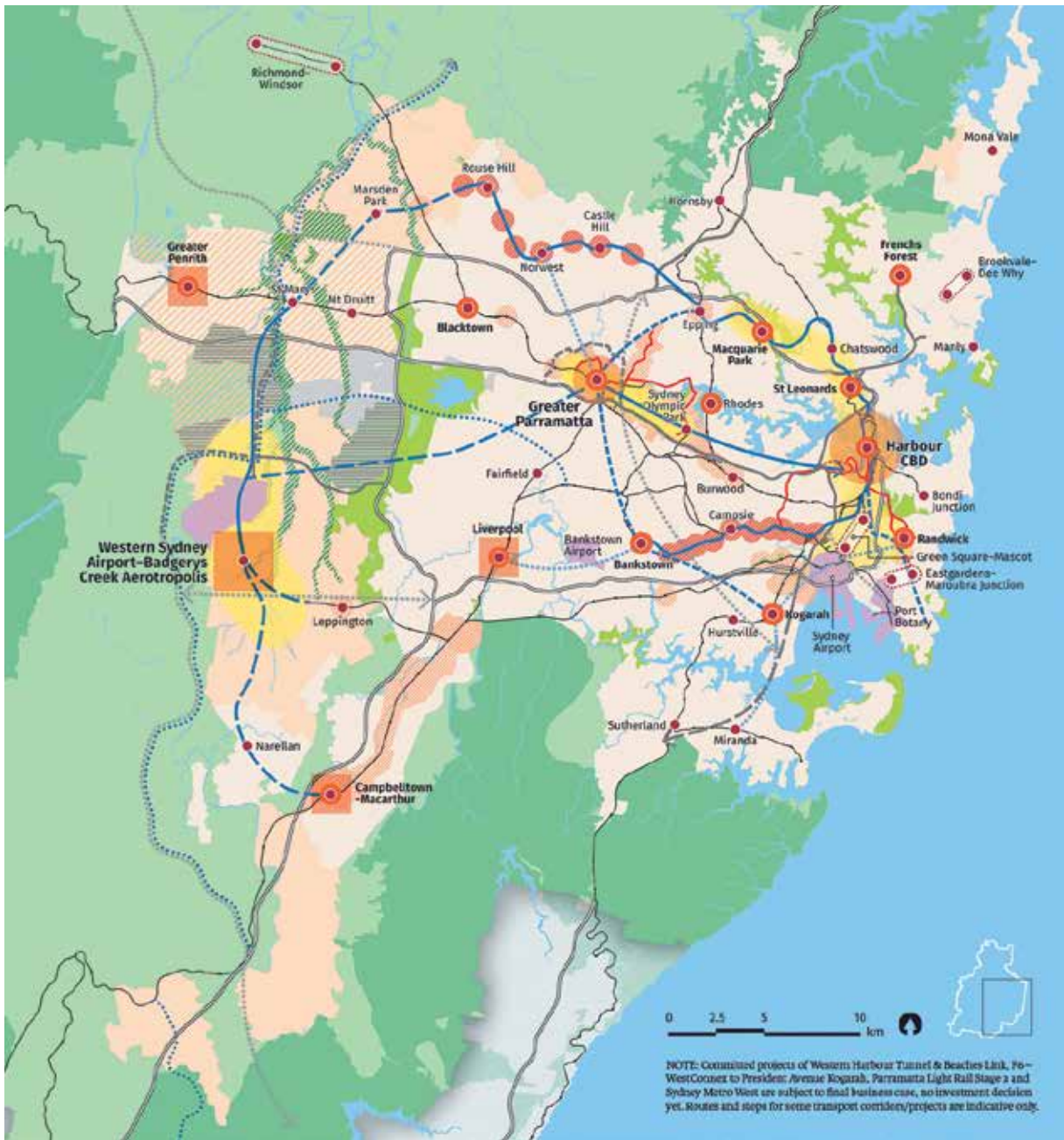
Our intent and commitment is to maintaining aligned and effective ways of working across multiple team locations, and maximising the benefits of having a blended, integrated and inclusive workforce.

Over 2019-2021, we will be looking at how we can leverage our collaborative nature more productively through better use of technology, remaining abreast of new trends

and cognisant of potential disruption. In particular, we will be looking for opportunities to use technology to better collaborate through:

- More mature and expansive use of Digital Engineering
- Digital and automated data feeds and corporate workflows, allowing more real-time analytics and responsiveness
- Optimised, intuitive, and accessible Information Management Systems (IMS)
- Better use of office communications technology, supporting seamless, multi-site working





A Metropolis of Three Cities' spatial growth map of Greater Sydney.



2.5. Our strategic objectives

Sydney Metro is Australia’s biggest public transport program and the largest urban railway infrastructure investment in the nation’s history. Our projects and our turn-up-and-go customer offering are at the heart of the *Future Transport 2056* strategy vision for growing our public transport network, and creating vibrant, integrated and sustainable places.

Sydney Metro is delivering for our customers and our State, in an operating environment characterised by:

- **Customer and community expectations** – Sydney’s cultural profile and economic strength have established it as a global city, which means our customer service offering must be world-class at all stages of the door-to-door-to-door journey. Sydney Metro will make it easier and faster to get around, boosting economic productivity by bringing jobs and educational activities closer to home.
- **Integration of ‘place’** – we need to listen carefully to all stakeholders to design solutions which are fit for the place, the people, and the long-term service needs.

- **Record infrastructure investment** – an unprecedented infrastructure boom on the Australian East Coast requires a strong, capable and sustainable construction industry, and a resilient supply chain.
- **Technological change** – rapid innovation is changing the way our customers think about connections and convenience, moving us quickly towards expectations of personalised interactions and services (‘Mobility as a service’).
- **Drive towards long-term financial sustainability** – record transport infrastructure investment brings with it significant forecasted growth in our longer-term operational and maintenance spend. We need to meet this reality by leveraging opportunities to improve efficiency and grow our revenues.

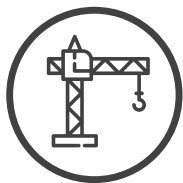
Our strategic objectives, developed by the Board to underpin the statutory objectives, describe the way we seek to fulfill our legislative mandate.

Our five strategic objectives have been designed to be reflected in every aspect of our business, supported by a consistent understanding of the manner in which contribution to the success of our business is expected. In turn, the strategic objectives provide a common framework for our team, our stakeholders and our delivery partners to understand the significance and priorities of the NSW Government’s investment and the service offering we are delivering.



Successful engagement

We collaborate with our communities and partners to drive sustainable, city-shaping transformation.



Delivery commitments

We deliver high quality metro infrastructure and places safely, on time and on budget.



Operational excellence

We work with partners to ensure that the Metro in operational service achieves a world class standard and meets customer aspirations as a mode of choice.



Financial responsibility

Our financial and commercial focus drives value for money outcomes and business success.



Workforce capability

We attract highly capable delivery partners and talented, diverse and innovative workforce.



Customers wait for a train on the first day of services, May 2019.



Bringing **safety & wellbeing** to life

Our value of safety & wellbeing means that we think about how our actions today will impact tomorrow — from a personal, team, environment and community perspective. We do not, and cannot, accept complacency from ourselves or our delivery partners — our objective is to send everyone home safely.

Our intent and commitment is threefold:

- Continuing to meet relevant legislative requirements, and ensure our delivery and operational partners have implemented robust safety systems and processes;
- Continuing to take a proactive view of emerging risks, working with our communities, delivery and operational partners, industry groups, and research institutions to proactively enhance safety and security frameworks; and

- Continuing to take a holistic view of our people and teams, supporting both physical and mental health, through regular and accessible education programs, support alliances across the construction industry, and comprehensive approaches to safety risk management.

In 2019-2021, we will be refreshing our health, safety, and environment plans to support a clear understanding of our obligations, rationalised and consistent expectations for our delivery and operational partners, and standardised performance approaches to manage any emerging risk areas.

3. Our activities

Our strategic objectives respond to the risks and opportunities of the near-term. They set the overall context for our day-to-day activities, and help us identify ways we can do things better, helping to bring a commercially-astute mindset of innovation, nimbleness and intelligence.

Measuring our success against these focus areas and activities helps us to be financially responsible, and supports us in delivering against the expectations of the NSW Government, our customers, and local communities.

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 nominal targets with a view to achieving and, where practicable, exceeding them; or
- Where there is insufficient information to set specific targets, or where activities are extended or require time to embed, we monitor a wide body of performance data with a view to improving and building a suitable body of information to set benchmarks in the future.

Bringing **excellence** to life

Our value of excellence propels us beyond the letter of our commitments and obligations, into being a truly responsive, intelligent business diligently and systematically leveraging all secondary and ancillary opportunities. Excellence is critical to a global reputation and long-term financial resilience.

Our intent and commitment is to offering a compelling and trusted investment opportunity for the NSW Government, with a corporate reputation for mega project accomplishment which is attractive globally. We will need to invest in and champion our unique capabilities and expertise,

and be confident in offering to share these practices across New South Wales, Australia, and globally. We want to be the positive benchmark for achievement which other infrastructure delivery and future transport tech projects seek out for inspiration.

In 2019-2021, we will be building a framework for promoting and coordinating business development opportunities. We will seek to mature our innovation management and corporate profile so that we can share a compelling vision of our accomplishments globally.



3.1. Successful engagement

Engagement with our stakeholders will continue to be critical for Sydney Metro — especially in designing and delivering infrastructure and services which meet multi-disciplinary Government outcomes. Successful engagement is essential in genuinely delivering with the customer at the centre, and in activating precincts and places which are attractive hubs within their local communities.

In order to deliver against this strategic objective, we will be focussing on the following four key focus areas in 2019-2021:

- Communicating a compelling vision for Sydney Metro
- Forging stronger relationships with existing and new stakeholders
- Ensuring business and cultural alignment with the Board's strategic direction
- Providing the NSW Government with innovative and affordable investment opportunities for Sydney Metro West, and both the NSW Government and Commonwealth Government for Sydney Metro Greater West.

Accordingly, we will be measuring our success through a number of means, including:

- Net positive sentiment towards Sydney Metro of at least 90 per cent through regular surveys
- Alignment with the NSW Government's 10-point commitment to the construction industry, including degree of adoption of standardised and rationalised procurement methods
- Competitiveness across industry sectors in partnering with Sydney Metro, measured through the number of large, mid and local tenderer participation
- On-track progression of stated social and economic benefits, as established in relevant Business Cases.

What this means on a day-to-day basis is that we will be seeking to expand a hard-earned reputation for high performance, building on existing momentum to remain a positive force in the communities of our alignments, especially regarding property acquisitions and developments, and construction disruption management.

We will need to share our achievements, and be ready to own our shortcomings. Remaining visible and accessible to local communities, regular industry engagement opportunities, and an active media presence will be key to enhancing this profile globally.

We will need to be an intelligent and respected partner to other Government Agencies, and the private sector — working to be more precise and consistent in our requirements and expectations, and forging new ways to cooperatively and creatively work towards mutually-beneficial solutions. Well-understood procurement approaches, and structured services and interface arrangements with our Government partners will assist us in being clear about our respective obligations, and understanding the contributions we each make in achieving our outcomes.

We also need to be actively pursuing the long-term realisation of the social and economic benefits of our projects — our commitment to drive better precinct outcomes does not end with built construction. Our business needs to continue to engage with community stakeholders to remain attuned to local concerns, and work with appropriate government agencies to plan and deliver attractive precinct enhancements.

3.2. Delivery commitments

We have been commissioned by the NSW Government to deliver an unprecedented infrastructure program, with a long-term investment pipeline envisaged in *Future Transport 2056* strategy. Safely achieving these commitments, on time and on budget, is critical to demonstrating to the NSW Government and to the people of Sydney that we are a capable and efficient steward of this opportunity.

In order to deliver against this strategic objective, we will be focussing on the following three key focus areas in 2019-2021:

- Achieving complete delivery closure, and on-track lands development and divestment, for Sydney Metro Northwest
- Supporting Sydney Metro City & Southwest in full delivery phase, with a strong focus on budget and contract interfaces
- Commencing appropriate enabling and mobilisation activities for Sydney Metro West, and Sydney Metro Greater West – supporting a smooth, timely and affordable transition to delivery.

Accordingly, we will be measuring our success through a number of means, including:

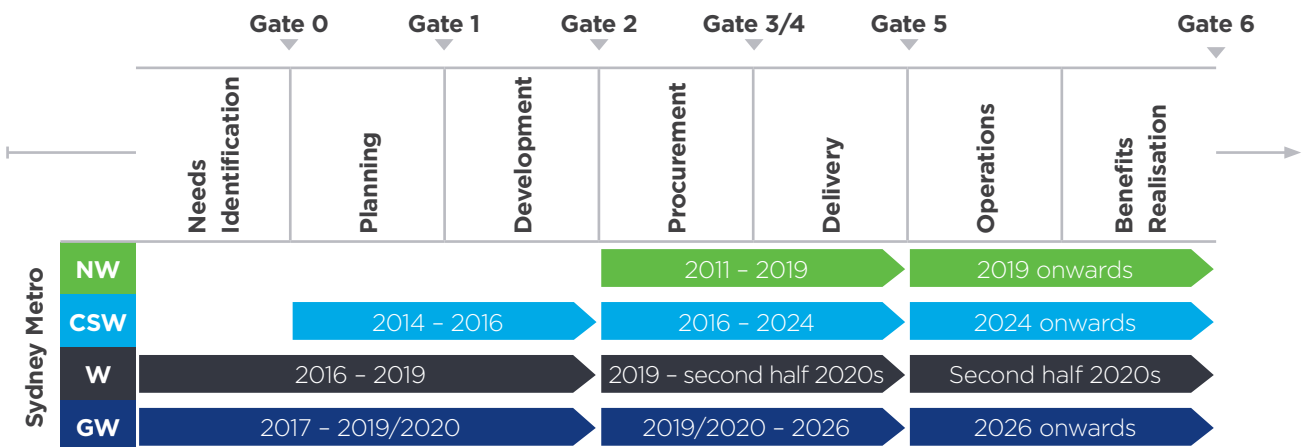
- Achievement of schedule milestones
- Performance within capital budget limits, and timeliness of payments
- Supporting our delivery partners' achievement of zero fatalities across all projects, and total recordable injury frequency rates less than 8.5
- Compliance with relevant environmental law, including conditions of planning approval
- Conduct of lessons learned and post activity exercises, including efficiencies arising from the adoption of change findings.

What this means on a day-to-day basis is that we must be consistent – do what we say we will do, and do it well. Foremost is a focus on the basics – safety, timeliness, affordability, quality. Without these foundational elements, we cannot achieve the broader service outcomes we want for our customers.

We need to be clear and consistent regarding our requirements and expectations – ensuring our delivery partners share our understanding that we will not compromise on safety. We will need to work towards engineering and technical outcomes which meet best-in-class standards, and are underpinned by comprehensive and traceable design and modelling detail – including through more mature use of Digital Engineering. Our customer-focus is not just end-state, but also reflects that we work to actively minimise disruption during delivery, including through accessible and well-advertised diversions.

We want to make sure our infrastructure appropriately reflects the character and longer-term needs of the local communities along our alignment. This infrastructure will stand for generations – we need to take a robust view of environmental and climate resilience in design, delivery and in operations to minimise the impacts of construction and lower our long term carbon and waste footprints.

As we prepare for mobilisation of our third major capital project, we should also be alert to re-learning at each lifecycle stage – we have developed an enviable body of corporate knowledge, and we want to more actively record and share our lessons and insights such that each team can benefit from the legacy already built.



Sydney Metro projects' lifecycle summary.



3.3. Operational excellence

With Sydney Metro Northwest commencing operations, it is crucial that we continue reinforcing at all levels of our business a clear vision of operational success and safety excellence, while building the structures, systems and processes necessary to be an intelligent client.

As we engage operating partners for our Metro network, we remain guardians of our customer outcomes. With this role comes an expectation that we will use real-time data, productive and inclusive collaboration, and forward-looking management plans to enable us to be confident counterparties to these partnerships.

In order to deliver against this strategic objective, we will be focussing on the following five key focus areas in 2019-2021:

- Creating and embedding a clear vision of operational success, structures and systems which support being an intelligent client, and developing a mobilisation program for achieving this
- Bringing Sydney Metro Northwest services into operation, with positive Government, customer, and local community responses
- Achieving timely, active and vibrant development and activation of our precincts, in line with our vision for integrated land use
- Safeguarding the security of the network
- Achieving all operational performance targets, successively building our service delivery with high levels of customer service across the end-to-end service.

Accordingly, we will be measuring our success through a number of means, including:

- By June 2021, averaging monthly boardings of at least 2 million, with 4 per cent annual rates of customer growth
- Service frequency reliability of at least 98 per cent (noting the broader metrics of the *Operations, Trains and Systems* contractual concession)
- Net positive customer sentiment of at least 90 per cent, measured through regular surveys
- Incidence of crime or anti-social behaviour on the Metro network, and at Metro-enabled precincts and places
- Realisation of precinct Commercial Opportunities,¹ with regard to full retail tenancy rates and annual Commercial Opportunities Revenue growth of at least 5 per cent.

Our Metro services and operational parameters include²:

- In full service pattern, a train every 4 minutes in the peak in each direction, with an ultimate capacity of every 2 minutes through the city
- Fares will be through Opal ticketing, including contactless payments
- There will be continuous mobile coverage throughout the network
- There will be trains every 10 minutes outside peak hours, at night and weekends
- There will be 98 per cent on-time running
- Metro services will be able to move at least 17,280 people in each direction
- There will be between 5,500 to 6,000 seats in each direction per hour when operations start
- The ability to add an extra 2 carriages to each car set
- Stations will be equipped with video help points to answer queries and report concerns.

¹ Per Operations, Trains and Systems Project Deed, Schedule 9 (Section 6)

² For further detail on operational parameters, refer to the NSW Government eTenders website

What this means on a day-to-day basis is that we recognise the needs of our customer — for reliability, convenience, comfort, and seamlessness, both in our services and at our precincts.

We will work with TfNSW to learn more about our customers travel patterns and preferences, in order to evaluate our fitness-for-purpose — through research, collaboration, and community feedback. We need to be proactively prepared for growth in use of our public transport network — and be looking for opportunities to optimise existing service profiles, promote better network integration, and work toward true financial sustainability in terms of operating cost requirements.

With our operational partners, we need to be meeting the high expectations of our customers through adaptive, responsive, and resilient systems and processes. Real-time data accessibility and analysis will be critical to making sure we are optimising the entire customer journey experience, and will enable us to work with relevant parties to respond immediately and comprehensively to any incidents.

We will actively drive high service delivery of our network, and leverage new opportunities to improve customer amenity and safety. The introduction of our new transport technology brings new physical and cyber security expectations for our network, and diligence in this area will be an ongoing activity thread throughout the life of our operations.

We also need to build effective and integrated systems to manage the Sydney Metro assets on behalf of the NSW Government. We will need to take a single, comprehensive view of our infrastructure, vehicles, rolling stock and other assets, and their respective conditions — taking an active hand in overseeing their appropriate maintenance and operation, and that our precincts remain optimised as highly desirable and attractive destinations.



Bringing **achievement** to life

Our value of achievement reflects our outcomes-focus — that we support one another to meet priorities, and are accountable, adaptable, and ready to take ownership. We will not lapse into short-term thinking, and must consider our actions in the broader context of our obligations to the customer, and to the State.

Our intent and commitment is to build a deeply ingrained focus on whole-of-life value for money, to position us as a financially sustainable and resilient business across a growing portfolio of activities. As we reflect on the framework of strategic plans under which we operate, it is clear that we have

an requirement to achieve multi-disciplinary outcomes and benefits. The NSW Government and the community are right to expect we will be effective stewards in our growing economy of scale and represent a sound investment for decades to come.

In 2019-2021, we will be reviewing our growing asset base, procurement processes, and systems and technology to help us meet our immediate requirements, and guide appropriate investment in rationalised, fit-for-purpose systems which efficiently complement our nature as an evolving organisation.

	Tallawong	Rouse Hill	Kellyville	Bella Vista	Norwest	Hills Showground	Castle Hill	Cherrybrook	Epping	Macquarie University	Macquarie Park	North Ryde	Chatswood	
Sydney Metro Northwest	Tallawong	0	2	4	7	9	11	13	16	22	26	28	30	37
	Rouse Hill	2	0	2	5	7	9	11	14	20	24	26	28	35
	Kellyville	4	2	0	3	5	7	9	12	18	22	24	26	33
	Bella Vista	7	5	3	0	2	4	6	9	15	19	21	23	30
	Norwest	9	7	5	2	0	2	4	7	13	17	19	21	28
	Hills Showground	11	9	7	4	2	0	2	5	11	15	17	19	26
	Castle Hill	13	11	9	6	4	2	0	3	9	13	15	17	24
	Cherrybrook	16	14	12	9	7	5	3	0	6	10	12	14	21
	Epping	22	20	18	15	13	11	9	6	0	4	6	8	15
	Macquarie University	26	24	22	19	17	15	13	10	4	0	2	4	11
	Macquarie Park	28	26	24	21	19	17	15	12	6	2	0	2	9
	North Ryde	30	28	26	23	21	19	17	14	8	4	2	0	7
	Chatswood	37	35	33	30	28	26	24	21	15	11	9	7	0
Sydney Metro City & Southwest	Crows Nest	41	39	37	34	32	30	28	25	19	15	13	11	4
	Victoria Cross	43	41	39	36	34	32	30	27	21	17	15	13	6
	Barangaroo	46	44	42	39	37	35	33	30	24	20	18	16	9
	Martin Place	48	46	44	41	39	37	35	32	26	22	20	18	11
	Pitt Street	50	48	46	43	41	39	37	34	28	24	22	20	13
	Central	52	50	48	45	43	41	39	36	30	26	24	22	15
	Waterloo	54	52	50	47	45	43	41	38	32	28	26	24	17
	Sydenham	59	57	55	52	50	48	46	43	37	33	31	29	22
	Marrickville	62	60	58	55	53	51	49	46	40	36	34	32	25
	Dulwich Hill	64	62	60	57	55	53	51	48	42	38	36	34	27
	Hurlstone Park	66	64	62	59	57	55	53	50	44	40	38	36	29
	Canterbury	68	66	64	61	59	57	55	52	46	42	40	38	31
	Campsie	70	68	66	63	61	59	57	54	48	44	42	40	33
	Belmore	72	70	68	65	63	61	59	56	50	46	44	42	35
	Lakemba	74	72	70	67	65	63	61	58	52	48	46	44	37
Wiley Park	76	74	72	69	67	65	63	60	54	50	48	46	39	
Punchbowl	78	76	74	71	69	67	65	62	56	52	50	48	41	
Bankstown	80	78	76	73	71	69	67	64	58	54	52	50	43	

Consolidated travel times matrix for the Metro North West Line, and beyond to Bankstown (Tallawong to Bankstown).



3.4. Financial responsibility

Sydney Metro has undergone significant portfolio change and growth since its inception as the North West Rail Link Delivery Office in 2011. We are the stewards of a \$20+ billion capital investment, and counterparty to a multi-billion dollar Public-Private Partnership for operations. Commercial astuteness is critical — as is our obligation to delivering an effective customer outcome without unnecessary scope expansion and in a cost-effective way. More so, as an enduring organisation, we must have a strong focus on financial responsibility to that our corporate overheads are lean, our workforce is agile, and our systems affordable.

In order to deliver against this strategic objective, we will be focussing on the following six key focus areas in 2019-2021:

- Clarifying and baselining the Metro product, while preserving core customer benefits
- Managing project capital budgets, in partnership with TfNSW, and NSW Treasury
- Establishing an agile and sustainable organisational structure which best supports cross-business efficiency, and our long-term functional requirements
- Reaching satisfactory commercial outcomes on any relevant claims
- Arranging our property and operational asset bases from a commercially prudent, whole-of-life perspective
- Developing a clear and actionable plan for growing Farebox and other revenues, and rationalising operational overheads.

Accordingly, we will be measuring our success through a number of means, including:

- Performance within Capital budget limits
- By June 2021, developing revenues from Farebox and other commercial opportunities equal to at least 60 per cent of operational costs
- Degree of corporate management costs relative to total annual expenditure.

What this means on a day-to-day basis is that we need to understand the financial and opportunity implications of every decision we make, and have in place active, consistent and well-supported mechanisms to preserve the integrity of our business against fraud, corruption, and risk.

As we grow in scale, we will need to be taking steps to avoid additive growth, and against becoming complacent to incremental scope expansion. This will require systems and processes which support the ongoing critical reflection of the value-for-money of every business activity, weighed against relative priorities at a business-wide level. Equally, we need to embed an enterprise-wide discipline regarding resourcing and budgeting, noting that fit-for-purpose systems and enhancements sometimes require upfront costs. We will need to be driving business activities which are fundamentally affordable, and support our longer-term financial resilience.

We also need to be looking at ways to reduce our longer-term operating costs for the State — taking a holistic, whole-of-life view of the potential of our services, precincts and places to leverage investment and revenue growth opportunities.

Our Capital and Operating Budgets will be confirmed following release of the FY 19/20 NSW State Budget (see budget.nsw.gov.au), with details contained in Budget Paper 2.

Tunnel boring machine cutter head being lowered into a shaft.



3.5. Workforce capability

We take a broad view of our workforce, one which is fundamentally aligned with TfNSW's *People at the Heart* strategy, and especially the underpinning future workforce initiatives — considering how we can best empower and support our team members, attract capable delivery partners, and contribute to growing broader industry capacity.

By virtue of our financial and geographic scale, we have available a number of unique mechanisms to develop and promote greater workforce capability, through contractual mechanisms, consultative advisory groups with construction leaders, and a corporate profile which inspires future talent and facilitates technical development.

Corporately, we will further improve the systems which support the flexible sourcing and deployment of capabilities and talent, and which support the professional development of public sector leaders. We will remain a blended and integrated workforce, working to identify and achieve common purposes and objectives.

In order to deliver against this strategic objective, we will be focussing on the following five key focus areas in 2019-2021:

- Developing innovative, robust delivery strategies for Sydney Metro West, and Sydney Metro Greater West, servicing the Western Sydney International (Nancy-Bird Walton) Airport, to attract high-quality, competitive tenders
- Continuing to evolve Sydney Metro as an agile, sustainable organisation
- Developing a diverse senior leadership group for the organisation, who are able to support the implementation of the Board's strategic direction
- Building and maturing the operational capability of Sydney Metro
- Continuously improving our systems, services and processes to enhance affordability and fitness-for-purpose.

Accordingly, we will be measuring our success through a number of means, including:

- Year-on-Year performance in the NSW Government People Matters Employment Surveys achieving at least 75 per cent employee engagement, including remaining in the top quintile relative to other Government Agencies

- Effectiveness of workforce management processes, including:
 - Achieving average recruitment and onboarding times of less than 30 days
 - 95 per cent completion of mid- and end-cycle performance discussions.
- Diversity and inclusion of our workforce, including:
 - 40 per cent Women in Leadership Roles
 - Aboriginal and Torres Strait Islander representation of at least 1.8 per cent across the total workforce.
- Contributing to the achievement of the NSW Government's 10-point commitment to the construction industry, which targets:
 - At least 20 per cent of total labour force being 'learning workers' (apprentices, trainees or workers updating qualifications)
 - At least 2.5 per cent women in trade-related work
 - At least 20 per cent of relevant trades positions in projects to be apprentices.

What this means on a day-to-day basis is that we cannot take our workforce or our achievements to date for granted, and will need to take a complete view of our people — corporate teams, industry partners, and future talent. Part of our success to date has been derived from the benefits of a blended workforce, and will continue to use this overall capability model in the future. Our real potential will be unlocked through actively working towards greater inclusivity, conducting our business through the lenses of more diverse experiences and histories.

We will need to remain agile and responsive to the shifting lifecycle demands of infrastructure delivery, and that we are using a single, comprehensive and authoritative framework to manage resources dynamically across the business. This also means using consistent approaches to capability deployment to better support mobility and talent development, and effectively and efficiently locate our total workforce where they can be most collaborative and productive.

By virtue of our scale, we also have an opportunity to positively influence the broader workforce development of our State. In conjunction with the NSW Government and industry partners, we will be looking to appropriately support initiatives which build overall capacity and capability.

4. Our people and partners

4.1 Our board

Sydney Metro is the only agency within the Transport cluster that is strategically guided by a Board. The Board governs Sydney Metro by setting the strategic direction, making key decisions, appointing a Chief Executive to have the day-to-day running of the organisation, and by providing directions, advice, guidance and support to the Chief Executive. The Chief Executive reports to the Board, and the Board is subject to the control and direction of the Minister and the Transport Secretary. In the event of any inconsistency, a direction of the Minister or Transport Secretary prevails over a decision of the Board.

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 Transport Secretary. One of the Minister's appointees is to be specifically appointed by the Minister as the Board's Chairperson.



John Arthur
Chair



Gail Pemberton



Bob East



Louise Thurgood



John Barraclough



Thao Oakey

Sydney Metro Board of Directors.

The Board may appoint and dissolve standing 'advisory' committees in accordance with section 38J of TAA. The Board may appoint committees as it sees fit, however, it must establish an Audit & Risk Committee so as to fulfill the relevant requirements of a NSW Treasury policy which applies to Sydney Metro (TPP15-03 Internal Audit and Risk Management Policy for the NSW Public Sector).

Special purpose committees may also be appointed on an ad hoc basis. For example, a committee may be convened in relation to a particular major project or other initiative.

Each committee will have a charter approved by the Board, which sets out the terms of reference, operating procedures and authorities for the committee.

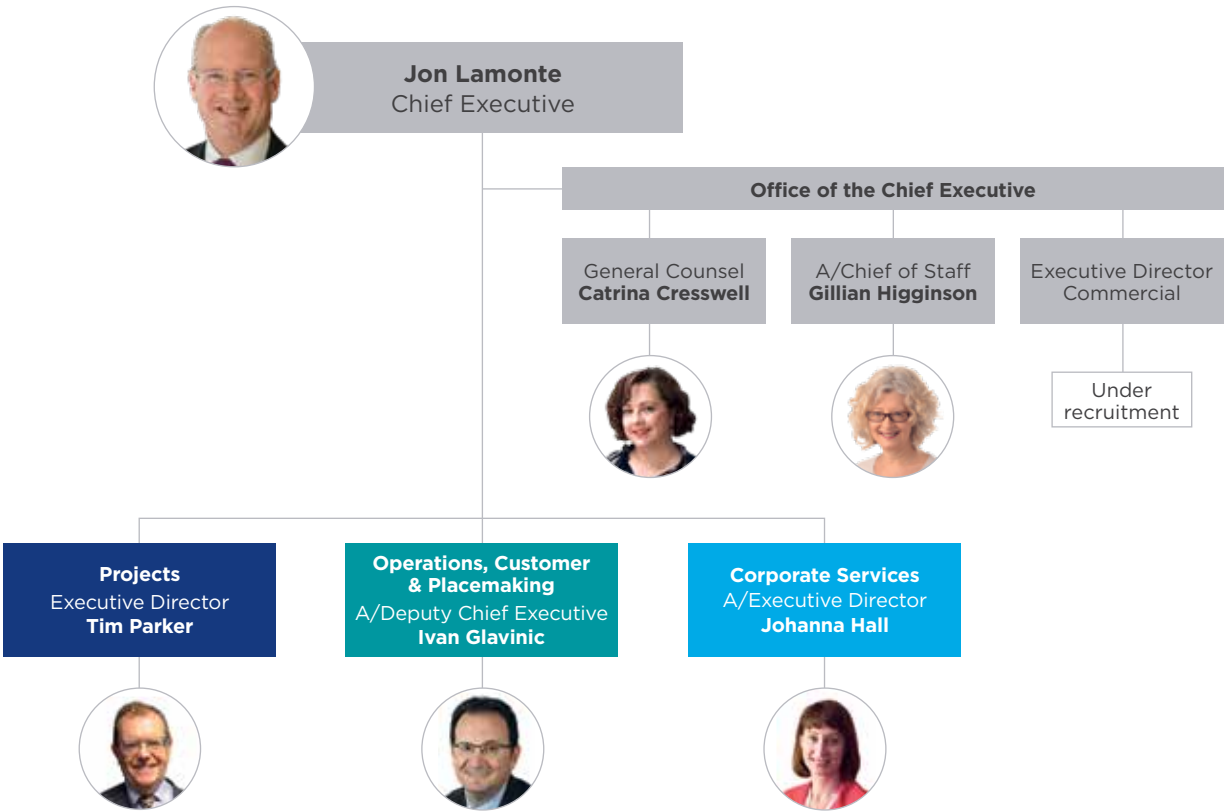
4.2 Chief Executive and senior leadership

Under the TAA, the Chief Executive is ‘employed in the Transport Service’; and the Board exercises the ‘employer functions’ of the 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 that he or she is authorised by the Board.

Our Chief Executive is supported by a Senior Leadership Group (SLG), who lead functional portfolios, and collaboratively navigate the risks and opportunities faced on a day-to-day basis, monitoring performance against the key focus areas of the business.

In turn, this Senior Leadership Group is complemented by the extended leadership cohort of Sydney Metro – technical and functional experts who are relied upon for their insights, experiences, and creative thinking.

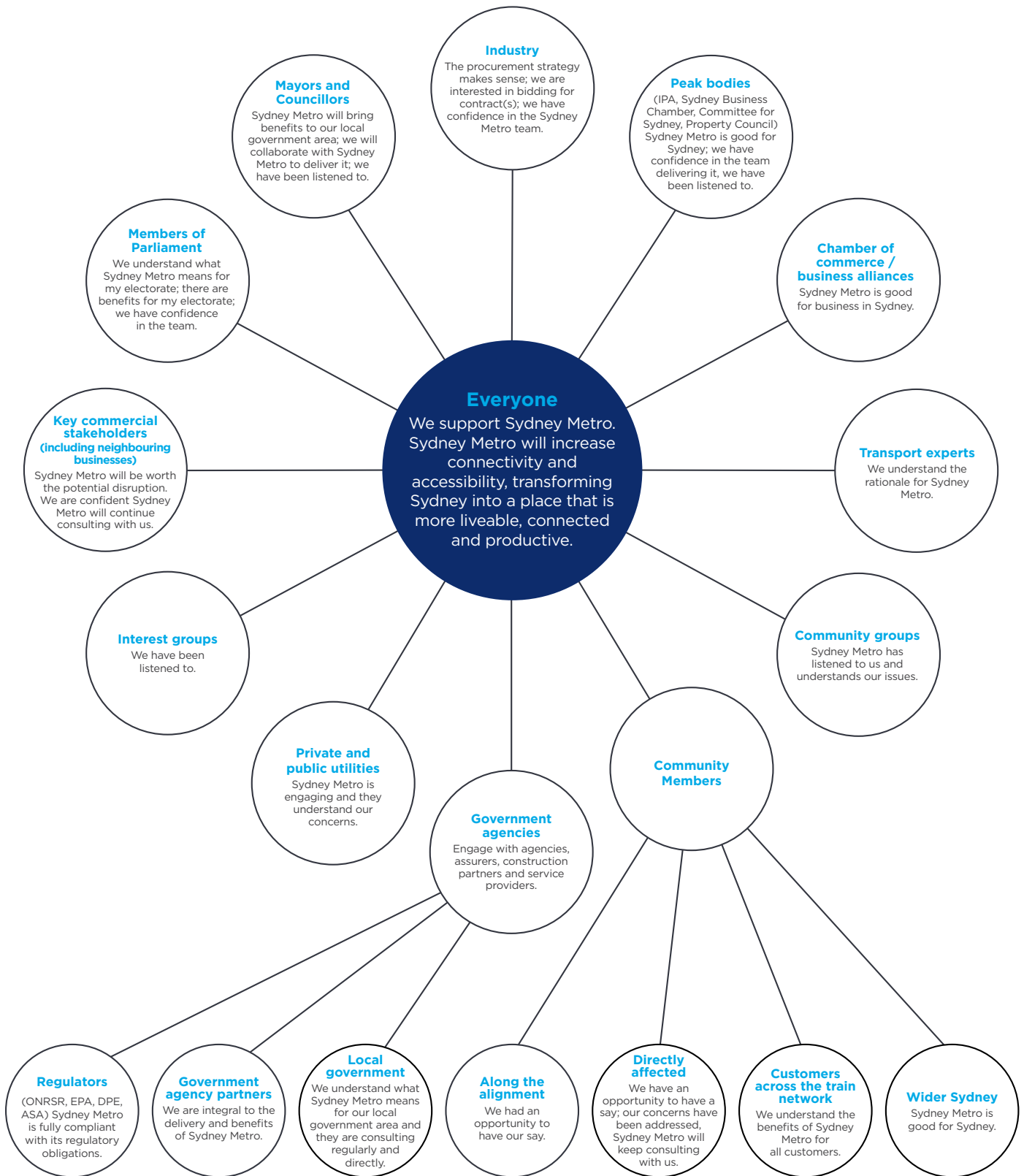
Our Senior Leadership Group comprises of:



Sydney Metro senior leadership group.

4.3 Our stakeholders

We work with a variety of stakeholders in delivering our services and places, with the highest-order objective being strong, aligned support for the Sydney Metro investment.



Sydney Metro stakeholder attitudes.



WA
Em
Sub
app

5. 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 fulfillment within all levels of our organisation.

We have a statutory obligation to report and disclose as required (noting Cabinet and commercial sensitivities), and to provide both Annual Reports and annual updates to our Corporate Plan.

Further information of our activities is available at **sydneymetro.info**

The **NSW eTenders** website (**<https://tenders.nsw.gov.au/>**) 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**

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

- Northwest **1800 019 989**
- City & Southwest **1800 171 386**
- West **1800 612 173**
- Greater West **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.





sydneymetro.info

