

Committee on  
Transport and Infrastructure



LEGISLATIVE  
ASSEMBLY

# Report on the Sydney Metro West project



Report 2/58 – February 2024

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The motto of the coat of arms for the state of New South Wales is "Orta recens quam pura nites". It is written in Latin and means "newly risen, how brightly you shine".

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# Membership

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## Chair's foreword

In August 2023, the Committee on Transport and Infrastructure adopted an inquiry into the Sydney Metro West project (the project), after receiving a referral from the Minister for Transport, the Hon Jo Haylen MP.

We received 34 submissions from various stakeholders including members of the public, non-profit organisations, local councils, government agencies, industry bodies and advocacy groups. On 13 October 2023, we held a public hearing at Parliament House and heard from 28 witnesses representing community and business advocacy groups, NSW government departments and agencies, local councils, and businesses.

This is the Committee's second report on the Sydney Metro West project. We tabled an interim report in November 2023 highlighting the challenges we faced in obtaining a copy of the original business case for the project. The inability to secure the original business case posed a significant obstacle, as it was a crucial element of the terms of reference. To address this obstruction, we recommended that the House consider making an order for papers to enable the Committee to complete its inquiry into the Sydney Metro West project.

This is the Committee's second report and it considers stakeholders' concerns about the project's route alignment, station selection, urban and economic uplift and management delivery. It also considers how the project can be improved to achieve better outcomes for surrounding communities.

Chapter one outlines stakeholders' views about the significance of the project and support for the project's continuation. This chapter also notes the limitations of our examination of blowouts to project cost and project timelines and the consequential benefits considered, noting the lack of access to the original business case.

Chapter two considers the project's route alignment and selection of station locations. We heard from stakeholders that the project was shaped by an overemphasis on a 20-minute journey time from Parramatta CBD and Sydney CBD. We also heard concerns about the 7 km gap between stations at Parramatta and Sydney Olympic Park and the 4.3 km gap between Five Dock and The Bays.

Ensuring the taxpayers of NSW receive the best financial return on their investment in the metro is imperative, yet the unusually long distance between stops from Parramatta to Sydney Olympic Park, one of the longest metro rail stretches in the world without a stop, significantly undermines this objective and falls short of delivering the optimal value.

Stakeholders told us about the importance of the project achieving an appropriate balance of travel times and connectivity. They also told us that travel patterns have changed significantly since the original business case was created. In particular we were told that the behaviour change in travel patterns resulting from COVID-19 have made the focus on a 20-minute journey time 'massively out of date'. It was emphasised that peak travel now occurs from Tuesday to Thursday, rather than Monday to Friday and there is a trend towards working from home.

In chapter three, we recommended the NSW Government consider adding additional stations between Parramatta and Sydney Olympic Park, and between Five Dock and the Bays. We also recommended that the NSW Government consider developing a business case on the efficacy of amending the route alignment to support housing uplift between Parramatta and Sydney Olympic Park.

Several stakeholders said that the project should be extended past the Hunter Street terminus, or at least plan for an eastern extension at some stage in the future. Noting the evidence presented to us we recommended that the NSW Government consider the value of adding an eastern extension to the project.

Chapter four looks at housing and economic uplift along the project corridor. During the public hearing we heard that only three of the nine planned stations had an urban master plan. We recommended that urban master plans be completed for all planned stations, as well as any additional stations, to support economic and housing uplift. An urban masterplan for each station should have been considered a prerequisite for constructing a new metro rail system to ensure cohesive urban development, optimal integration with existing infrastructure, and alignment with long term city planning goals.

Chapter five highlights stakeholders' support for a single authority or department managing all aspects of planning and delivery for the project. This was something that we recommended the NSW Government to consider establishing.

We are grateful to stakeholders for their submissions, and would like to thank the witnesses who appeared during the public hearing in October 2023.

I would like to thank my colleagues on the Committee for their valuable contributions throughout the inquiry process. I would also like to thank the Committee secretariat for their professionalism and support throughout the inquiry.

**Lynda Voltz MP**

Chair

# Findings and recommendations

<b>Finding 1</b> _____	<b>1</b>
The Sydney Metro West project is a critical piece of infrastructure in NSW.	
<b>Finding 2</b> _____	<b>1</b>
Stakeholders generally support the Sydney Metro West project continuing.	
<b>Finding 3</b> _____	<b>9</b>
The Sydney Metro West project was shaped by an emphasis on a 20-minute journey time between Parramatta CBD and Sydney CBD. This focus may be misguided.	
<b>Finding 4</b> _____	<b>9</b>
Metros, unlike high-speed rail, are designed to service high density areas with frequent stops that are generally located within 1.1 to 2 kilometres of each other.	
<b>Finding 5</b> _____	<b>9</b>
Connectivity, not just travel times, should be a key aspect of the Sydney Metro West project to maximise the project's potential contribution to the city's long-term growth.	
<b>Finding 6</b> _____	<b>9</b>
Travel patterns and patronage have changed since the original business case was prepared. The emphasis has shifted from speed to connectivity between stations and within communities.	
<b>Recommendation 1</b> _____	<b>15</b>
That the NSW Government strongly consider adding additional stations between Parramatta and Sydney Olympic Park.	
<b>Recommendation 2</b> _____	<b>15</b>
That the NSW Government consider developing a business case on the efficacy of amending the route alignment to support housing uplift between Parramatta and Sydney Olympic Park.	
<b>Recommendation 3</b> _____	<b>15</b>
That the NSW Government consider adding an additional station between Five Dock and The Bays.	
<b>Recommendation 4</b> _____	<b>15</b>
That the NSW Government consider the value of amending the route alignment to add an eastern extension to the Sydney Metro West project.	
<b>Finding 7</b> _____	<b>22</b>
Six of the nine planned Sydney Metro West stations do not have any urban master plan.	
<b>Recommendation 5</b> _____	<b>22</b>



That the NSW Government ensure urban master plans are completed and support appropriate housing and economic uplift along the Sydney Metro West corridor.

**Finding 8** \_\_\_\_\_ **25**

Some stakeholders support a single authority or department managing all aspects of planning and delivery.

**Recommendation 6** \_\_\_\_\_ **25**

That the NSW Government consider establishing a single authority for the management of the Sydney Metro West project.

# Chapter One – The Sydney Metro West project

## Finding 1

**The Sydney Metro West project is a critical piece of infrastructure in NSW.**

## Finding 2

**Stakeholders generally support the Sydney Metro West project continuing.**

## Investing in intergenerational infrastructure

- 1.1 During the inquiry the Committee heard from stakeholders about the importance of the public investment in the Sydney Metro West project ('the project'). Stakeholders highlighted that the current costs of the project should be considered against the long term benefits for future generations.
- 1.2 Mr Steve Mann, Chief Executive Officer (CEO), Urban Development Institute of Australia NSW told the Committee that 'this is a once-in-a-generation opportunity to continue ...' the project and that 'if it's built as a city-shaping project, it could be the most important project ... for many generations.'<sup>1</sup>
- 1.3 Mr Mann also told the Committee that the decisions made about the project are '100-year decisions.'<sup>2</sup> This sentiment was echoed by Mr Rick Graff, from the Camellia Landowners Alliance, who remarked that the project's 'strategic importance is as a once-in-a-century city-defining infrastructure project.'<sup>3</sup>
- 1.4 Mr Kim Woodbury, CEO, City of Sydney also noted the long term importance of the project, when talking about the decisions between incurring additional costs versus obtaining additional benefits. Mr Woodbury pointed to the Sydney Harbour Bridge as an example, remarking that 'the Harbour Bridge, when it was built wasn't catering for the population at that time; it was catering for future populations and the future economy.'<sup>4</sup>
- 1.5 Regarding additional costs and additional delays to build stations, Ms Gail Connolly, CEO, City of Parramatta (Parramatta Council) said:

My view on the stations is that you're building a piece of infrastructure that has a life of around 120 years at least. Let's not look back in 100 years and say, 'Jeez, we should have built those two stations at Camellia and Newington. If only we'd delayed it by two years and built two extra stations, we could have had all of this extra

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<sup>1</sup> Mr Steve Mann, Chief Executive Officer, Urban Development Institute of Australia NSW, [Transcript of evidence](#), 13 October 2023, p 2.

<sup>2</sup> Mr Mann, [Evidence](#), 13 October 2023, p 4.

<sup>3</sup> Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 22.

<sup>4</sup> Mr Kim Woodbury, Chief Operating Officer, City of Sydney, [Transcript of evidence](#), 13 October 2023, p 15.

growth-jobs and housing.' Nobody will be looking back in 100 years and saying, 'It was a good thing, we didn't build those stations.'<sup>5</sup>

## **Improving Sydney's rail network capacity and reliability and supporting master planning**

1.6 In addition to comments about the intergenerational and long-term significance of the project the Committee heard from stakeholders about the immediate importance of the project. This included that the project is 'game-changing' and that it 'will be a transformative piece of infrastructure.'<sup>6</sup>

1.7 In his submission, Mr Lachlan Bowden said that the project is 'critical' and that it 'is needed to improve the capacity of Sydney's rail network as well as the reliability and redundancy of the city's public transport when disruptions occur.'<sup>7</sup> Mr Samuel Austin noted that additional public transport services are critical for Sydney's functioning both now and into the future.<sup>8</sup>

1.8 The Committee also heard how the infrastructure investment in the project is supporting master planning along the line and housing uplift.

1.9 Ms Allison Taylor, CEO, Sydney Olympic Park Business Association, told the Committee that:

... there's master-planning happening around Sydney Olympic Park, ... the projections for that master plan are reliant on Metro West coming through. If Metro West doesn't come through, the master plan has to be looked at completely differently.<sup>9</sup>

1.10 The Committee heard similar remarks from Mr Daniel Cavallo, Director, Environment and Planning, Cumberland City Council (Cumberland Council). Mr Cavallo said:

Cumberland Council's supportive of Metro West. It's an important aspect, not just to support planning around housing supply at Westmead ... but it will provide capacity relief over time on eastern parts of the LGA on the main west line, particularly around Lidcombe, Auburn and Granville. Having these two systems will help allow council to ensure that their residents can move now and in the future and also support movements of workers into and out of the area.<sup>10</sup>

1.11 The Committee recognises that the Sydney Metro West project is a critical piece of infrastructure in NSW.

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<sup>5</sup> Ms Gail Connolly PSM, Chief Executive Officer, City of Parramatta Council, [Transcript of evidence](#), 13 October 2023, p 17.

<sup>6</sup> Mr David Borger, Executive Director, Business Western Sydney, [Transcript of evidence](#), 13 October 2023, p 40; Mr Tom Nance, Policy and Strategy Lead, The Centre for Western Sydney, [Transcript of evidence](#), 13 October 2023, p 32.

<sup>7</sup> [Submission 8](#), Mr Lachlan Bowden, p 1.

<sup>8</sup> [Submission 1](#), Mr Samuel Austin, p 1.

<sup>9</sup> Ms Allison Taylor, Chief Executive Officer, Sydney Olympic Park Business Association Inc., [Transcript of evidence](#), 13 October 2023, p 40.

<sup>10</sup> Mr Daniel Cavallo, Director, Environment and Planning, Cumberland City Council, [Transcript of evidence](#), 13 October 2023, p 14.

## Stakeholders generally support the project continuing

- 1.12 The Committee heard from several stakeholders who either advocated for or indicated their support for the project.<sup>11</sup>
- 1.13 Parramatta Council, Cumberland Council and Urban Taskforce further called on the NSW Government to commit to the delivery of the project.<sup>12</sup>
- 1.14 A number of stakeholders also either suggested or advocated for the project to be expanded by extending the current route alignment and/or including additional stations.<sup>13</sup> Possible extensions and additional stations are discussed in Chapter 3.
- 1.15 Ms Allison Taylor, from the Sydney Olympic Park Business Association, when talking about the continuation of the project said that 'from the business association's perspective, it would be preferred if the planning is absolutely right, and time blows out a little bit.'<sup>14</sup>
- 1.16 The Committee notes that there appears to be broad support from stakeholders for the project to continue, with some stakeholders advocating for route extensions and additional stations.

### *Some stakeholders consider the project not to be a priority*

- 1.17 The Committee notes that while there was broad support for the project to continue, two stakeholders said that it is not a priority in comparison to other transport projects.
- 1.18 Mr Ray Laverack stated that while he supported the concept of the project and thought it was a useful addition to Sydney's rail network, he did not consider the project a priority, in comparison to upgrading capacity on the existing T1 Western line.<sup>15</sup>
- 1.19 This sentiment was shared by Mr Peter Egan, who stated that the project 'should be a low priority' project as it 'is effectively in the same corridor as the Western line ...'<sup>16</sup>

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<sup>11</sup> [Submission 29](#), Business Western Sydney, p 2; Mr Borger, [Evidence](#), 13 October 2023, p 40; Mr Cavallo, [Evidence](#), 13 October 2023, p 14; [Submission 10](#), Cumberland City Council, p 1; [Submission 16](#), Urban Taskforce, p 1; [Submission 18](#), Urban Development Institute of Australia NSW, p 9; [Submission 20](#), Sydney YIMBY, p 1; [Submission 1](#), p 1.

<sup>12</sup> Ms Connolly, PSM, [Evidence](#), 13 October 2023, p 14; [Submission 10](#), pp 1 - 2; [Submission 16](#), p 1.

<sup>13</sup> Ms Connolly, PSM, [Evidence](#), 13 October 2023, p 14; Councillor Clover Moore, AO, Lord Mayor, City of Sydney, [Transcript of evidence](#), 13 October 2023, pp 13 - 14; [Submission 24](#), Alliance of Moore Park Sports, p 1; [Submission 21](#), Camellia Landowners Alliance, p 2; [Submission 31](#), Venues NSW, p 1; [Submission 18](#), pp 3 - 7; [Submission 16](#), pp 2 - 5; [Submission 12](#), Restore Inner West Line, p 2; [Submission 12a](#), Restore Inner West Line, p 1; [Submission 9](#), Family Planning Australia, pp 3 - 5.

<sup>14</sup> Ms Taylor, [Evidence](#), 13 October 2023, p 39.

<sup>15</sup> [Submission 3](#), Mr Ray Laverack, p 1.

<sup>16</sup> [Submission 27](#), Mr Peter Egan, p 2.

## Recent developments

- 1.20 In 2023, the NSW Government commissioned an independent review into Sydney Metro. The review included consideration of the Sydney Metro West project. In its final report dated, 14 September 2023, the review panel recommended 'that the NSW Government should commit to retaining the current 9-station alignment of Sydney Metro West (at a minimum) ...'<sup>17</sup>
- 1.21 The report was released on 7 December 2023, alongside an announcement from the NSW Government that an enhanced Sydney Metro West project will be delivered.<sup>18</sup>

## The original business case, blowouts to project costs and timelines and consequential benefits to the project

- 1.22 The inquiry's terms of reference, which were adopted following a referral from the Minister for Transport, determined that the Committee inquire into the project's original business case and the cause of blowouts in project costs and timelines.<sup>19</sup> The Committee's ability to inquire into these matters was limited given the challenges it has encountered in obtaining a copy of the project's original business case.<sup>20</sup> Also, the Committee did not receive detailed evidence on the likely cause of blowouts in project costs and timelines more generally.
- 1.23 In addition to not having access to the original business case, the Committee notes that there is limited information available on the project's costs. This is concerning given this project's scale and cost, being one of the most significant projects in NSW.
- 1.24 The terms of reference also determined that the Committee inquire into whether the Minister at the time considered any consequential benefits that could be achieved from the project. Although the Committee received limited evidence on this term of reference, it is possible that this could have been better addressed after accessing the original business case.

## Blowouts to project costs

- 1.25 The Committee notes that some of the project's costs are disclosed in the NSW Budget Papers annually. Specifically, these costs are available in the Infrastructure Statement, summarised in Table 1 below. However, these details on project costs are still somewhat limited, as they do not include the *estimated total cost* of the project.<sup>21</sup>

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<sup>17</sup> NSW Government, [Sydney Metro Independent Review](#), Final Report Summary, 14 September 2023, viewed 9 January 2024, p 7.

<sup>18</sup> Sydney Metro, [Sydney Metro Review](#), viewed 8 January 2023; NSW Government, [Metro West to supercharge housing supply across Sydney](#), 7 December 2023, viewed 8 January 2024.

<sup>19</sup> NSW Parliament, [Sydney Metro West project – Terms of Reference](#), viewed 17 January 2024.

<sup>20</sup> Legislative Assembly Committee on Transport and Infrastructure, [Interim report on the Sydney Metro West project](#), November 2023, pp 1-2.

<sup>21</sup> NSW Government, [Budget Paper No. 2 Infrastructure Statement 2018-19](#), p 5 - 53, viewed 16 February 2024; NSW Government, [Budget Paper No 2 Infrastructure Statement 2019-20](#), p 5 – 48, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2020-21](#), p 4 – 51, viewed 16 February 2024; NSW

- 1.26 The Budget Papers note that the estimated total cost of some major projects is not included in the Budget Papers due to 'commercial sensitivities'.<sup>22</sup> In its submission Sydney Metro explained that 'the previous Government did not wish to announce the final project budget until all major contracts were awarded ...'<sup>23</sup>

**Table 1: Project costs as outlined in the NSW Budget Papers<sup>24</sup>**

Budget year	End of forward estimates period	Est. Expend to 30 June of the previous budget year ('\$000) [A]	Expenditure over next four years ('\$000) [B]	Est. Total Cost	Sum of known est. cost* ('\$000) [A+B=C]
2023-24	to 2026-27	\$7,221,093	\$13,700,000	n.a.	\$20,921,093
2022-23	to 2025-26	\$4,481,533	\$12,400,000	n.a.	\$16,881,533
2021-22	to 2024-25	\$2,198,665	\$12,000,000	n.a.	\$14,198,665
2020-21	to 2023-24	\$278,222	\$10,400,000	n.a.	\$10,678,222
2019-20	to 2022-23	\$90,124	\$6,400,000	n.a.	\$6,490,124
2018-19	to 2021-22	\$57,245	\$3,000,000	n.a.	\$3,057,245

*\*Note: The above expenditure details were extracted from the Infrastructure Statements in yearly budget papers dating back to 2018 - 19. The last column is not included in these budget papers but reflects the combined total of estimated expenditure to 30 June of the previous budget year and estimated expenditure over the next four years.*

- 1.27 In April 2023, when the independent review into the Sydney Metro program was announced, the NSW Government also announced that the estimated cost of the Sydney Metro West project was \$25.32 billion and that this was an 'overrun of at least \$12 billion'.<sup>25</sup> It is unclear whether the reported overrun is based on the estimated cost of the original business case or a more recent iteration of the project and its costs.
- 1.28 In its submission, Sydney Metro explained that the \$25.32 billion estimate includes:

Government, [Budget Paper No 3 Infrastructure Statement 2021-22](#), p 5 – 54, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2022-23](#), p 5 – 53, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2023-24](#), p 4 – 64, viewed 16 February 2024

<sup>22</sup> NSW Government, [How to read the Budget Papers](#), p xxxi, viewed 16 February 2024.

<sup>23</sup> [Submission 32](#), Sydney Metro, p 13.

<sup>24</sup> NSW Government, [Budget Paper No. 2 Infrastructure Statement 2018-19](#), pp 1 – 2, 5 – 53, viewed 16 February 2024; NSW Government, [Budget Paper No 2 Infrastructure Statement 2019-20](#), pp 1 – 3, 5 – 48, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2020-21](#), pp 1 – 3, 4 – 51, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2021-22](#), pp 2 - 13, 5 – 54, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2022-23](#), pp 2 - 34, 5 – 53, viewed 16 February 2024; NSW Government, [Budget Paper No 3 Infrastructure Statement 2023-24](#), pp 2 – 33, 4 – 64, viewed 16 February 2024.

<sup>25</sup> NSW Government, [Sydney Metro Review](#), media release, 13 April 2023, viewed 17 January 2024.

... the budget at the time of investment decision in 2019, which included the eight stations at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays and Sydney CBD, and the budget increase in December 2020 as a result of the announced new metro station at Pymont.<sup>26</sup>

- 1.29 Given the estimated total cost of the original business case is still unknown, the Committee is unable to fully inquire into the reasons for the cause/s of cost blowouts as it may be difficult to pinpoint which items of spending have run over budget. Despite this, several stakeholders highlighted possible reasons for cost overruns, for example:
- Poor or non-existent planning.<sup>27</sup>
  - Changes being made to plans after construction has started.<sup>28</sup>
  - That a number of metro projects commenced within a close time period.<sup>29</sup>
  - Costs related to contested property acquisitions.<sup>30</sup>
  - Challenging supply chain and logistics constraints, including from COVID-19.<sup>31</sup>
- 1.30 Several stakeholders proposed ways to prevent and manage blowouts to project costs. For example, the City of Sydney proposed that 'limiting station scope (rather than the number of stations)' could improve financial impacts.<sup>32</sup>
- 1.31 The Sydney Olympic Park Business Association suggested that breaking up complex contracts into smaller bundles could improve the competition in the contract negotiations. The submission noted that this could give smaller businesses the opportunity to scale up and offer their services to the government where possible. It was proposed that this could ensure that 'competition and subsequently competitive pricing provide the best value' instead of being limited to a small handful of firms.<sup>33</sup>
- 1.32 Business Western Sydney provided several suggestions, including:
- Engaging contractors with a record of delivering similar projects.
  - Spending more time on planning to manage the risk of blowouts to costs and timelines.
  - Using standardised and modular construction methods to improve the likelihood of on-time and on-budget project delivery.

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<sup>26</sup> [Submission 32](#), p 13.

<sup>27</sup> [Submission 17](#), Action for Public Transport (NSW) Inc, p 3.

<sup>28</sup> [Submission 6](#), Richard Ure, p 2.

<sup>29</sup> [Submission 28](#), Crude Oil Peak, p 2.

<sup>30</sup> [Submission 33](#), name suppressed, p 5.

<sup>31</sup> [Submission 26](#), Sydney Olympic Park Business Association Inc., p 2.

<sup>32</sup> [Submission 15](#), City of Sydney, p 6.

<sup>33</sup> [Submission 26](#), p 2.

- Estimating costs based on similar projects. While similar projects may not be an exact match, they should assist in a more realistic estimate and reduce the risk of optimistic forecasts.<sup>34</sup>

### Blowouts to project timelines

- 1.33 The Committee received limited evidence regarding the reasons for changes to the project's timeline.
- 1.34 Regarding the project's timeline, the Committee notes that when Metro West was first announced in the 2018-19 Budget Papers, rail services for the project were expected to 'start in the second half of the 2020s'.<sup>35</sup> By the 2021-22 Budget Papers the project had an updated completion date of 2030.<sup>36</sup>
- 1.35 Sydney Metro submitted that the project has been on track to be operational by 2030 since the investment decision in 2019. The submission also noted that the project delivery strategy was currently under review.<sup>37</sup> The Committee notes that the submission was silent on the change from the expectation that services would 'start in the second half of the 2020s'.
- 1.36 The City of Sydney noted factors which may have contributed to the project's changing timeline, including:
- Relationship to NSW budget forecasts - a desire to limit debt and/or "smooth" infrastructure spend
  - Impact of broader NSW and Australian infrastructure investment on cost and delivery – procure at the most advantageous time
  - Nexus between some station options and land use/place strategies, especially with regards to Pyrmont Station<sup>38</sup>
- 1.37 Given the magnitude of the Sydney Metro West project, the Committee is concerned about the limited transparency of the original business case and changes to the project's initial costs and timelines.
- 1.38 To address this, the Committee recommended in its interim report that the Legislative Assembly consider making an order for papers to enable the Committee on Transport and Infrastructure to complete its inquiry into the Sydney Metro West project.<sup>39</sup>

### Recent developments

- 1.39 In December 2023, the NSW Government announced that the project's completion date would be reset to 2032 following the completion of the Sydney

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<sup>34</sup> [Submission 29](#), Business Western Sydney, p 7.

<sup>35</sup> NSW Government, [Budget Paper No. 2 Infrastructure Statement 2018-19](#), p 2 - 11, viewed 16 February 2024.

<sup>36</sup> NSW Government, [Budget Paper No 3 Infrastructure Statement 2021-22](#), p 5 – 54, viewed 16 February 2024

<sup>37</sup> [Submission 32](#), p 13.

<sup>38</sup> [Submission 15](#), p 7.

<sup>39</sup> Legislative Assembly Committee on Transport and Infrastructure, [Interim report on the Sydney Metro West project](#), November 2023, p 4.



Metro Review. It explained that the additional construction time meant that 'taxpayers will not be paying a premium to deliver the project', and that there will be more time to explore options for additional stations and housing.<sup>40</sup>

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<sup>40</sup> NSW Government, [Metro West to supercharge housing supply across Sydney](#), media release, 7 December 2023, viewed 17 January 2024.

## Chapter Two – Balancing connectivity and short travel times

### Finding 3

**The Sydney Metro West project was shaped by an emphasis on a 20-minute journey time between Parramatta CBD and Sydney CBD. This focus may be misguided.**

### Finding 4

**Metros, unlike high-speed rail, are designed to service high density areas with frequent stops that are generally located within 1.1 to 2 kilometres of each other.**

### Finding 5

**Connectivity, not just travel times, should be a key aspect of the Sydney Metro West project to maximise the project's potential contribution to the city's long-term growth.**

### Finding 6

**Travel patterns and patronage have changed since the original business case was prepared. The emphasis has shifted from speed to connectivity between stations and within communities.**

### Overemphasis on a 20-minute journey time

- 2.1 During the inquiry, the Committee heard from stakeholders that the decision to focus on a 20-minute travel time from Parramatta CBD to Sydney CBD may have been misguided.
- 2.2 The Committee heard from Mr Peter Regan, Chief Executive, Sydney Metro, 'that the Government of the day' considered a range of alignment and journey time options for the project.<sup>41</sup> It was ultimately decided that the nine-station alignment with a journey time of around 20 minutes from Parramatta to the CBD provided the 'best balance'.<sup>42</sup>
- 2.3 However, some stakeholders suggested that there was an overemphasis on a 20-minute journey time from the Parramatta CBD to the Sydney CBD.<sup>43</sup> One stakeholder remarked that this was 'restrictive and unnecessary'.<sup>44</sup>

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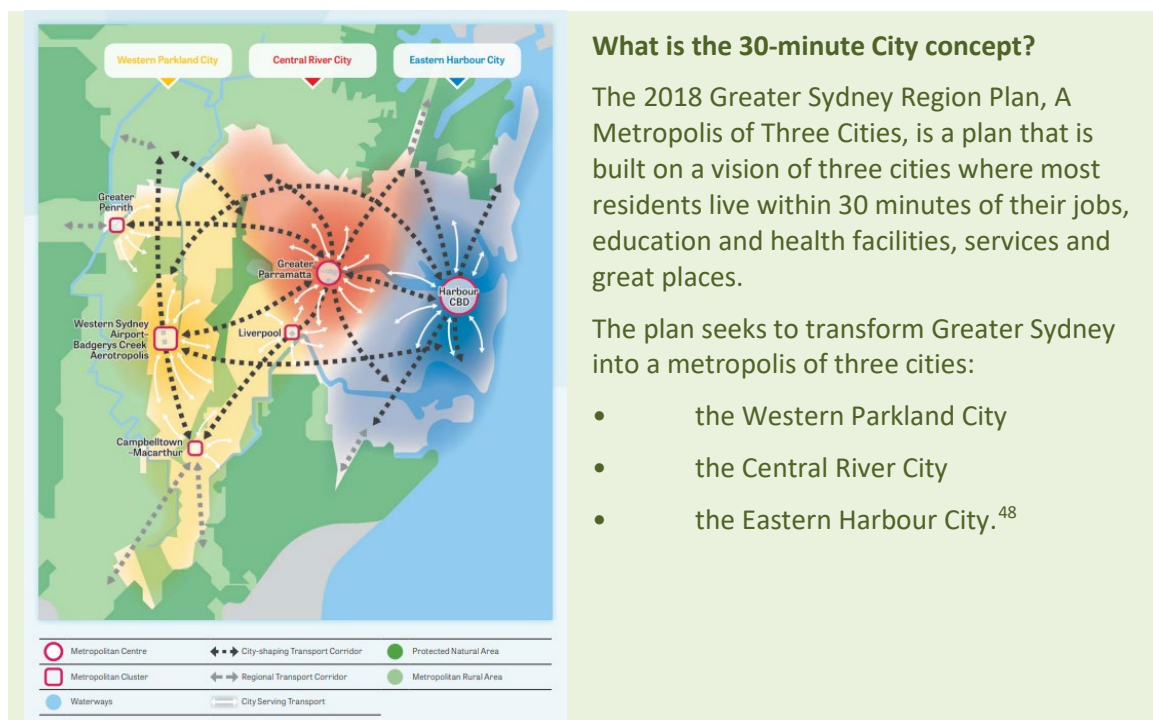
<sup>41</sup> Mr Peter Regan, Chief Executive, Sydney Metro, [Transcript of evidence](#), 13 October 2023, pp 60 – 61.

<sup>42</sup> Mr Regan, [Evidence](#), 13 October 2023, p 61.

<sup>43</sup> Ms Gail Connolly PSM, Chief Executive Officer, City of Parramatta Council, [Transcript of evidence](#), 13 October 2023, p 15; Mr Tom Nance, Policy and Strategy Lead, The Centre for Western Sydney, [Transcript of evidence](#), 13 October 2023, p 35; [Submission 3](#), Mr Ray Laverack, p 2; [Submission 15](#), City of Sydney, p 4; [Submission 18](#), Urban Development Institute of Australia NSW, p 4; [Submission 13](#), City of Parramatta Council, p 1.

<sup>44</sup> [Submission 11](#), Mr Nathan English, p 2.

- 2.4 The City of Sydney told the Committee that it disagrees with the NSW Government's emphasis on 'speed at the expense of basic connectivity and access and patronage'.<sup>45</sup> The City of Sydney submitted that it did not support a 'simplified interpretation of the 30-minute City concept to a desire for the shortest possible travel time between Parramatta and Sydney e.g. 20 minutes, especially at the expense of appropriate intermediate stations'.<sup>46</sup>
- 2.5 The City of Sydney also stated that the project must achieve an 'appropriate balance of connectivity and travel times'.<sup>47</sup>



**Figure 1: Metropolis of three cities vision**

- 2.6 Parramatta Council stated that the project has the potential to add stations without compromising too much on travel time. They further noted that Sydney Metro West should do more to unlock the benefits of the project and compensate for its cost.<sup>49</sup>

## Large gaps in the route alignment

- 2.7 Stakeholders raised concerns about the large gaps between some stations in the project's original route alignment.<sup>50</sup> Sydney Metro West is a 24-kilometre metro

<sup>45</sup> Mr Kim Woodbury, Chief Operating Officer, City of Sydney, [Transcript of evidence](#), 13 October 2023, p 15.

<sup>46</sup> [Submission 15](#), p 48.

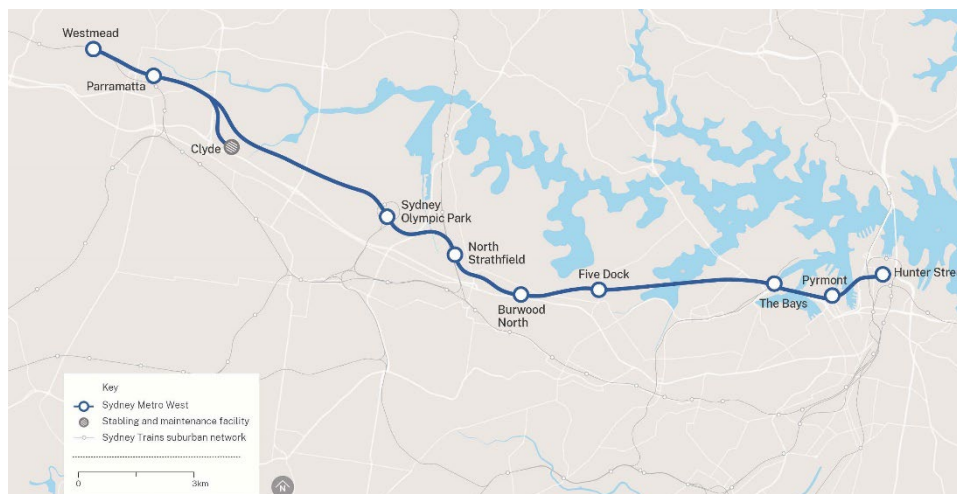
<sup>47</sup> [Submission 15](#), p 27.

<sup>48</sup> Greater Cities Commission, [A Metropolis of Three Cities](#), viewed 15 January 2024; Greater Sydney Commission, [Greater Sydney Regional Plan A Metropolis of Three Cities – connecting people](#), March 2018, p 7. Note that image can be found at page 7 of the referenced report.

<sup>49</sup> [Submission 13](#), p 1.

<sup>50</sup> [Submission 18](#), p 5; [Submission 16](#), Urban Taskforce, pp 2 - 4.

line with stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.<sup>51</sup>



**Figure 2: Sydney Metro West Alignment Map<sup>52</sup>**

- 2.8 Stakeholders raised concerns that the current Sydney Metro West route alignment will not achieve the intended potential of the project. The Urban Development Institute of Australia NSW (UDIA NSW) said that the average distance between Sydney's existing and proposed metro stations is 'well behind' international best practice. They also suggested that Sydney's metro lines planning is 'less than half as efficient as global comparators like Tokyo and New York'.<sup>53</sup>
- 2.9 Regarding additional stations, UDIA NSW said:
- Under a more globally comparative alignment, Sydney theoretically could have constructed up to 57 additional stations on top of the 46 total Metro stations that are either planned or have been built.<sup>54</sup>
- 2.10 Other stakeholders highlighted that metros are generally designed to service high density areas with frequent stops at stations within 'walkable catchments', usually within a kilometre of each other.<sup>55</sup> According to the UDIA NSW, metros in New York, Tokyo and London have between 1.1 and 2 kilometres, on average, between stations whereas Sydney Metro West has on average 3 kilometres between its stations.<sup>56</sup>
- 2.11 A number of stakeholders specifically commented on the large distances between stations in the project's alignment, including the 7-kilometre gap

<sup>51</sup> Sydney Metro, [Project overview](#), viewed 7 January 2024.

<sup>52</sup> Sydney Metro, Sydney Metro West Alignment Map, image provided to Committee.

<sup>53</sup> [Submission 18](#), p 4.

<sup>54</sup> [Submission 18](#), p 4.

<sup>55</sup> [Submission 12](#), Restore Inner West Line, p 2; [Submission 28](#), Crude Oil Peak, p 2.

<sup>56</sup> Mr Steve Mann, Chief Executive Officer, Urban Development Institute of Australia NSW, [Transcript of evidence](#), 13 October 2023, p 2. Note that the UDIA NSW submission also states that based on its audit of existing and proposed Metro lines in Sydney, stations are on average 2.5km apart; see [Submission 18](#), p 4.

between Parramatta and Sydney Olympic Park and the 5-kilometre gap between Five Dock and The Bays precinct.<sup>57</sup>

- 2.12 The Committee heard that the distance between the Parramatta and Sydney Olympic Park stations in particular 'would be one of the longest distances anywhere in the world on any metro system.'<sup>58</sup> Urban Taskforce told the Committee that the significant distances in the corridor that are not serviced by a station are uncommon for a metro line and represent a 'missed opportunity' to improve connectivity and accessibility.<sup>59</sup>

## Connectivity, not just speed

- 2.13 The Committee heard from stakeholders that to maximise the project's potential to support the city's long-term growth, there needs to be a focus on connectivity and not just travel times between stations.
- 2.14 As noted in Chapter 1, stakeholders highlighted the significance of the investment in Sydney Metro West. A metro is a 'massive investment of public funds' and it should encourage the growth and development of the city.<sup>60</sup> One stakeholder said that they see a 'huge opportunity for a couple more stations' in the project's alignment.<sup>61</sup> The Committee heard that 'the more stops you have, the better.'<sup>62</sup>
- 2.15 Ms Gail Connolly, CEO, Parramatta Council, told us that the project is a piece of infrastructure with a life of at least 120 years. Ms Connolly noted that delaying the project and building additional stations that drive growth in jobs and housing will not be looked back on as the wrong thing to have done.<sup>63</sup>
- 2.16 The City of Sydney also described how the addition of a small number of well-located stops will increase the benefits of the project, despite marginally increasing travel times.<sup>64</sup> The Council's Chief Operating Officer said that increasing patronage maximises the benefits of the project.<sup>65</sup> The City of Sydney said that 'higher connectivity with more stations will increase the benefits of the 30 minute City for those who live and work along the corridor.'<sup>66</sup>
- 2.17 The emphasis on a 20-minute journey time between the Parramatta CBD and the Sydney CBD was viewed by stakeholders as a missed opportunity to provide more

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<sup>57</sup> [Submission 18](#), p 5; [Submission 16](#), pp 2 – 4; [Submission 21](#), Camellia Landowners Alliance, p 2; Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 22; [Submission 11](#), p 1; [Submission 12](#), p 2; [Submission 21](#), p 2.

<sup>58</sup> Mr David Borger, Executive Director, Business Western Sydney, [Transcript of evidence](#), 13 October 2023, p 39.

<sup>59</sup> [Submission 16](#), pp 2 – 4.

<sup>60</sup> Mr Tom Forrest, Chief Executive Officer, Urban Taskforce, [Transcript of evidence](#), 13 October 2023, p 3.

<sup>61</sup> Mr Mann, [Evidence](#), 13 October 2023, p 6.

<sup>62</sup> Mr Forrest, [Evidence](#), 13 October 2023, p 3.

<sup>63</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, pp 17 – 18.

<sup>64</sup> [Submission 15](#), p 27.

<sup>65</sup> Mr Woodbury, [Evidence](#), 13 October 2023, p 15.

<sup>66</sup> [Submission 15](#), p 27.

communities with access to a metro along the corridor, particularly in places where there has never been a train service.<sup>67</sup>

- 2.18 One stakeholder raised concerns about areas of metropolitan Sydney that are not serviced by rail at all and are remote from hubs of well-paid jobs.<sup>68</sup> The stakeholder remarked that 'it is almost obscene that consideration is being given to a costly and risky project' to reduce travel times for communities who already have access to rail.<sup>69</sup>
- 2.19 The Committee heard from Urban Taskforce that any major investment in public transport must 'maintain a focus on two key outcomes that underpin a healthy economy – housing and jobs.'<sup>70</sup> The potential to encourage growth in industry and support housing and employment along the corridor should not be undermined by too much emphasis on travel times between end points.<sup>71</sup>

### Changing travel patterns and patronage

- 2.20 In addition to comments about connectivity, the Committee heard that travel patterns and patronage have changed since the project's original business case was developed. Stakeholders commented on the importance of connectivity between stations and within communities.<sup>72</sup>
- 2.21 The Committee heard that the combination of the appeal of Parramatta as a global city and the behaviour change in travel patterns resulting from COVID-19 have made the focus on a 20-minute journey time 'massively out of date'.<sup>73</sup>
- 2.22 Parramatta Council noted that the original business case for the project was drafted pre-COVID.<sup>74</sup> The business case and modelling that was done for the original project was about speed, but the way that people travel has since changed.<sup>75</sup>
- 2.23 Another stakeholder told the Committee that an important factor to consider is the trend towards working from home, which may have been accelerated by the COVID-19 pandemic.<sup>76</sup> When questioned about changes in travel patterns, witnesses from Sydney Metro and Transport for NSW said that the transport network 'saw a very considerable drop in patronage' during the pandemic. They also said that peak travel now occurs on Tuesday to Thursday, rather than

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<sup>67</sup> [Submission 12](#), p 2; [Submission 17](#), Action for Public Transport (NSW) Inc., p 2; Mr Nance, [Evidence](#), 13 October 2023, p 35.

<sup>68</sup> [Submission 6](#), Mr Richard Ure, p 1.

<sup>69</sup> [Submission 6](#), p 1.

<sup>70</sup> [Submission 16](#), p 2.

<sup>71</sup> [Submission 15](#), p 27.

<sup>72</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 15; [Submission 15](#), p 27.

<sup>73</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 17; [Submission 18](#), p 4.

<sup>74</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 15.

<sup>75</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 15.

<sup>76</sup> [Submission 6](#), p 1.

Monday to Friday with approximately 20 to 25 per cent fewer people travelling on weekdays than in 2019.<sup>77</sup>

- 2.24 Ms Connolly, told the Committee that the emphasis on shifting a workforce from Parramatta to the Sydney CBD has changed in the last two to three years. Ms Connolly also said that no one is concerned about the economic benefit of travelling between Parramatta and the Sydney CBD in 20 minutes like they were before COVID-19.<sup>78</sup>
- 2.25 Ms Connolly explained that the focus has shifted to connectivity between stations and within communities. Ms Connolly further explained that the Council's 'preliminary work' shows that more stations between Sydney Olympic Park and Parramatta would be more beneficial, enabling communities within and between the two areas to connect quickly.<sup>79</sup>
- 2.26 The Committee heard that the emergence of Parramatta as a 'global city' has also contributed to changes in travel patterns and patronage.<sup>80</sup> Often referred to as 'the second CBD' in State Government planning, Parramatta Council told the Committee that they consider Parramatta as Western Sydney's global city.<sup>81</sup> The Committee also heard that Parramatta has a strong commercial presence and local workforce, and has garnered considerable business and investor confidence.<sup>82</sup>
- 2.27 One stakeholder remarked that the Sydney CBD is becoming a comparatively less attractive and necessary employment destination. They proposed that to encourage the idea of three cities, 'activating' the other two cities should be a key focus in the future. The stakeholder also highlighted that the other two cities are close to where people live and will bolster the aim of the 30-minute City policy.<sup>83</sup>

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<sup>77</sup> Mr Regan, [Evidence](#), 13 October 2023, p 62; Mr Simon Hunter, Chief Transport Planner, Customer Strategy & Technology Division, Transport for NSW, [Transcript of evidence](#), 13 October 2023, p 62.

<sup>78</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 15.

<sup>79</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 15.

<sup>80</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 17.

<sup>81</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 17.

<sup>82</sup> Ms Connolly PSM, [Evidence](#), 13 October 2023, p 17.

<sup>83</sup> [Submission 6](#), p 1.

## Chapter Three – Calls to improve the original route alignment

### Recommendation 1

**That the NSW Government strongly consider adding additional stations between Parramatta and Sydney Olympic Park.**

### Recommendation 2

**That the NSW Government consider developing a business case on the efficacy of amending the route alignment to support housing uplift between Parramatta and Sydney Olympic Park.**

### Recommendation 3

**That the NSW Government consider adding an additional station between Five Dock and The Bays.**

### Recommendation 4

**That the NSW Government consider the value of amending the route alignment to add an eastern extension to the Sydney Metro West project.**

## Additional stations between Parramatta and Sydney Olympic Park

- 3.1 Stakeholders called for changes to the route to address the concerns about the alignment raised in Chapter Two.
- 3.2 In particular, stakeholders called for more stations than are currently planned, with more focus on the western portion of the line.<sup>84</sup> As noted earlier, the 7-kilometre distance between Parramatta and Sydney Olympic Park was a key concern.<sup>85</sup> The Camellia Landowners Alliance views this gap as a failure to 'maximise the project's potential contribution to the city's long-term growth'.<sup>86</sup>
- 3.3 A number of stakeholders raised concerns about where the impact of the project would be delivered.<sup>87</sup> One stakeholder noted that most of the confirmed stations in the original route alignment are located east of Sydney Olympic Park.<sup>88</sup> Mr Tom Nance, Policy and Strategy lead, Centre for Western Sydney, said that 'the

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<sup>84</sup> [Submission 9](#), Family Planning Australia, pp 3 - 5; [Submission 11](#), Mr Nathan English, pp 2 - 3; [Submission 21](#), Camellia Landowners Alliance, pp 2 -3; [Submission 22](#), Knight Frank Town Planning, pp 4 – 5, [Submission 23](#), The Centre for Western Sydney, p 3; [Submission 29](#), Business Western Sydney, p 8; Ms Gail Connolly, Chief Executive Officer, City of Parramatta Council, [Transcript of evidence](#), 13 October 2023, pp 15 – 16.

<sup>85</sup> [Submission 21](#), p 2.

<sup>86</sup> [Submission 21](#), p 2.

<sup>87</sup> Mr Tom Nance, Policy and Strategy Lead, The Centre for Western Sydney, [Transcript of evidence](#), 13 October 2023, p 32; Mr Tom Forrest, Chief Executive Officer, Urban Taskforce, [Transcript of evidence](#), 13 October 2023, p 3; Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 22; Mr David Borger, Executive Director, Business Western Sydney, [Transcript of evidence](#), 13 October 2023, pp 40 - 41.

<sup>88</sup> Mr Nance, [Evidence](#), 13 October 2023, p 32.



clue is in the project title.' Mr Nance further said that the project should focus on providing lasting value to communities in Western Sydney rather than on moving people east.<sup>89</sup>

- 3.4 The Committee heard that at a minimum, the project should address congestion in Western Sydney.<sup>90</sup> The Centre for Western Sydney noted that Western Sydney has very high levels of private vehicle use, with 85.6 per cent of commuters relying on private vehicles to get to work.<sup>91</sup>
- 3.5 The Centre for Western Sydney also stated that a key factor driving car dependency in this region is 'poorly integrated public transport'.<sup>92</sup> The Centre's submission said that Sydney Metro West is a major opportunity to provide Western Sydney communities with reliable public transport. Additionally, it warned that without it, more people will have to use private vehicles, adding to congestion on major roads like the M4 and Parramatta Road.<sup>93</sup>
- 3.6 The Committee also heard that this 'generational project' has the potential to promote the development of more housing along the project's corridor.<sup>94</sup> However, Mr David Borger, Executive Director, Business Western Sydney, said that there are no uplift opportunities in the 7-kilometer gap between the Parramatta and Sydney Olympic Park stations, given people won't be linked with public transport.<sup>95</sup> The Committee notes this section of the route alignment may represent an underutilised opportunity.
- 3.7 Stakeholders suggested additional stations at several locations, including Camellia, Newington, Rydalmere, Silverwater and Rosehill.<sup>96</sup> The Committee heard that more stations could be used to meet demands for high density living along the Sydney Metro West corridor.<sup>97</sup>
- 3.8 Several stakeholders either supported or advocated for an additional metro station at Silverwater.<sup>98</sup> Some submissions highlighted that Silverwater aligns

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<sup>89</sup> Mr Nance, [Evidence](#), 13 October 2023, p 32.

<sup>90</sup> Mr Nance, [Evidence](#), 13 October 2023, p 32.

<sup>91</sup> [Submission 23](#), p 2.

<sup>92</sup> [Submission 23](#), p 2.

<sup>93</sup> [Submission 23](#), p 2.

<sup>94</sup> Mr Nance, [Evidence](#), 13 October 2023, p 32; [Submission 14](#), Quay Group, p 1; [Submission 19](#), Mecone, p 5.

<sup>95</sup> Mr Borger, [Evidence](#), 13 October 2023, p 38.

<sup>96</sup> [Submission 9](#), pp 3-4; [Submission 10](#), Cumberland City Council, p 1; [Submission 11](#), p 3; [Submission 12](#), Restore Inner West Line, pp 2, 5; [Submission 13](#), City of Parramatta Council, p 1; [Submission 16](#), Urban Taskforce, p 2; [Submission 17](#), Action for Public Transport (NSW) Inc., p 3; [Submission 18](#), Urban Development Institute of Australia NSW, pp 4 – 5; [Submission 21](#), p 2; [Submission 22](#), pp 4 - 5; [Submission 23](#), p 3; [Submission 29](#), p 8; Mr Steve Mann, Chief Operating Officer, Urban Development Institute of Australia NSW, [Transcript of evidence](#), 13 October 2023, p 3; Mr Forrest, [Evidence](#), 13 October 2023, p 3; Ms Connolly PSM, [Evidence](#), 13 October 2023, pp 14, 17; Mr Kim Woodbury, Chief Operating Officer, City of Sydney, [Transcript of evidence](#), 13 October 2023, p 15; Mr Roydon Ng, Restore Inner West Line, [Transcript of Evidence](#), 13 October 2023, p 23; Mr Graf, [Evidence](#), 13 October 2023, p 22; Mr James Scott, General Manager - Harvey Norman Property Department, Knight Frank Town Planning, [Transcript of Evidence](#), 13 October 2023, p 28.

<sup>97</sup> [Submission 13](#), p 1.

<sup>98</sup> Mr Forrest, [Evidence](#), 13 October 2023, p 3; Mr Daniel Cavallo, Director, Environment and Planning, Cumberland City Council, [Transcript of evidence](#), 13 October 2023, p 15; [Submission 3](#), Mr Ray Laverack, p 2; [Submission 9](#), pp 4 - 5; [Submission 12](#), pp 2, 5; [Submission 22](#), pp 5 – 7; [Submission 29](#), p 8.

with the current Sydney Metro West route.<sup>99</sup> This included Cumberland Council who stated that 'the current tunnel alignment between Sydney Olympic Park and Parramatta is closer to Silverwater than Camellia ...'<sup>100</sup>

- 3.9 In a submission to the inquiry, Harvey Norman put forward a proposal for their property to be used for a station at Silverwater. Harvey Norman pointed out that their property (comprising a warehouse and offices) 'is located directly above the Metro West tunnel alignment ...'<sup>101</sup>
- 3.10 Aside from Silverwater's alignment with the planned route, Mr Laverack suggested that increasing the project's catchment area by including stations in Camellia, Silverwater and/or Lilyfield should be prioritised above a faster journey time between Parramatta and the CBD.<sup>102</sup>
- 3.11 At the hearing, it was further suggested that a station at Silverwater would help to relieve traffic congestion in the Cumberland Council area, as less people would need to drive to Lidcombe station to commute to the CBD.<sup>103</sup>
- 3.12 Another suggested benefit of a station in Silverwater was improved access to businesses and services located in Silverwater. Family Planning Australia, who have a facility in Newington and plan to open a further facility in Silverwater, recommended that the development of an additional station at Silverwater or Newington be prioritised.<sup>104</sup> They also recommended that the present and future workforce requirements of these locations be considered and how stations at these locations would improve access.<sup>105</sup>
- 3.13 In their submission, Family Planning Australia stated that an additional station at either of these locations 'will ensure that people living in Western Sydney have access via public transport to essential reproductive and sexual health services.'<sup>106</sup> The organisation noted that Silverwater and Newington have a high concentration of small to medium businesses and that legal workers, health workers and the public frequently visit the correctional facilities in Silverwater. The organisation stated that better public transport would benefit both businesses and Justice and Justice Health Services.<sup>107</sup>
- 3.14 While several stakeholders were in favour of a station at Silverwater, Ms Connolly from Parramatta Council highlighted the importance of Silverwater as an industrial area. At the hearing, Ms Connolly said:

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<sup>99</sup> [Submission 22](#), p 4; [Submission 10](#), p 2.

<sup>100</sup> [Submission 10](#), p 2.

<sup>101</sup> [Submission 22](#), p 4.

<sup>102</sup> [Submission 3](#), p 2.

<sup>103</sup> Mr Ng, [Evidence](#), 13 October 2023, p 23.

<sup>104</sup> [Submission 9](#), pp 2 - 5.

<sup>105</sup> [Submission 9](#), p 6.

<sup>106</sup> [Submission 9](#), p 5.

<sup>107</sup> [Submission 9](#), p 4.

Silverwater is an extremely important industrial space with employment lands, and you need to be careful that that primary purpose is protected from a town planning point of view.<sup>108</sup>

- 3.15 At the hearing the Committee heard that the Department of Planning was working on a master plan for a station at Camellia with a series of 50-storey towers along James Ruse Drive, including 10,000 homes.<sup>109</sup> The Committee also heard that an additional station at Camellia, where a town centre has already been planned, could deliver over 17,000 homes and 10,000 jobs.<sup>110</sup>
- 3.16 Mr Rick Graf, Representative, Camellia Landowners Alliance, said that a Camellia metro station has been supported at every step in the process. Specifically he said that there is strong support from Parramatta Council, industry associations, Western Sydney University and major landowners in the area for a Camellia metro station.<sup>111</sup>
- 3.17 Some stakeholders also said that a Camellia metro station could be integrated with the Parramatta Light Rail network. This metro station could serve as a 'midpoint interchange' that creates better transport connectivity, reduces car reliance in the region, speed up commutes and appeal to residents in neighbouring suburbs without metro options.<sup>112</sup>
- 3.18 The Committee notes that concerns have been raised about potential land contamination in the Camellia precinct, an industrial site, which neighbours Rosehill Racecourse. There have been reports of pushback on a metro station at Camellia because of the contamination and the risk of flooding.<sup>113</sup>
- 3.19 The Committee heard from Mr Graf that the contamination and flooding arguments against a Camellia station are 'specious'. Mr Graf said that the flooding risk at Camellia is 'a lot better' than the area where the Parramatta metro station is being built. He also stated any contamination is primarily on private land and the remediation is the responsibility of private landowners.<sup>114</sup>
- 3.20 The Committee also heard that a Camellia metro station would be 'an economic catalyst for the landowners' remediation of contaminated land' and that land in Camellia is 'sufficiently capped' for industrial use and therefore does not require remediation for industrial use.<sup>115</sup>
- 3.21 Mr Graf suggested that a dedicated metro station in Camellia would prompt decontamination of the land for a town centre and residential use. Mr Graf told the Committee that if a Camellia metro station was committed to and the appropriate zoning was completed, landowners would 'immediately commence

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<sup>108</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 17.

<sup>109</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 16.

<sup>110</sup> Mr Mann, [Evidence](#), 13 October 2023, p 3.

<sup>111</sup> Mr Graf, [Evidence](#), 13 October 2023, p 22.

<sup>112</sup> [Submission 23](#), p 3; [Submission 11](#), p 3.

<sup>113</sup> M Maddison, [The potential danger that lurks around the site for 25,000 new homes in Sydney](#), The Sydney Morning Herald, 18 December 2023, viewed 19 December 2023.

<sup>114</sup> Mr Graf, [Evidence](#), 13 October 2023, p 25.

<sup>115</sup> [Submission 21](#), p 3; Mr Graf, [Evidence](#), 13 October 2023, pp 22, 26.

the excavation and remediation' of the Camellia Landowners Alliance's proposed site.<sup>116</sup>

- 3.22 The Committee notes that Simon Leake, founder and director, SESL Australia, was reported in the Sydney Morning Herald on 18 December 2023 urging 'the government to ensure the "highly contaminated" Camellia precinct' has all potentially dangerous toxins removed before approving development applications in the area.<sup>117</sup>
- 3.23 The Committee supports the monitoring of contaminated sites to ensure that they are appropriately remediated before the approval of development applications.
- 3.24 The Committee acknowledges the constraints around delivering an additional station at Camellia including costs and potential contamination. Mr Graf said that the major cost of adding a Camellia stop would be the underground station which they estimate to be 'about half a billion dollars'. Mr Graff stated that Camellia landowners are 'committed to contributing at least one-quarter of a billion dollars to that cost.'<sup>118</sup> He also stated that this would make them the only landowners along the Sydney Metro West corridor who would be funding infrastructure.<sup>119</sup>

### Recent developments

- 3.25 On 7 December 2023, the NSW Government announced that it 'has directed Sydney Metro to complete scoping studies for up to two new stations to be constructed west of Sydney Olympic Park'. The decision about where to locate these stations will be based on the ability to generate 'urban infill housing'.<sup>120</sup>
- 3.26 A Memorandum of Understanding (MoU) has also been signed by the NSW Government and the Australian Turf Club (ATC), following a proposal to relocate Rosehill racecourse and redevelop the land.<sup>121</sup> The proposal, which was brought to the NSW Government by the ATC, is to build around 25,000 new homes and would allow the government to explore the feasibility of an additional Sydney Metro West station at the site.<sup>122</sup> The Committee understands, however, that this MoU is subject to a vote of at least 50 per cent of ATC members voting to approve the sale of the track.<sup>123</sup>
- 3.27 The Committee recommends that the NSW Government strongly consider adding additional stations between Parramatta and Sydney Olympic Park. The

<sup>116</sup> Mr Graf, [Evidence](#), 13 October 2023, p 26.

<sup>117</sup> M Maddison, [The potential danger that lurks around the site for 25,000 homes in Sydney](#), viewed 21 December 2023.

<sup>118</sup> Mr Graf, [Evidence](#), 13 October 2023, p 24.

<sup>119</sup> Mr Graf, [Evidence](#), 13 October 2023, p 24.

<sup>120</sup> NSW Government, [Metro West to supercharge housing supply across Sydney](#), media release, 7 December 2023, viewed 19 December 2023.

<sup>121</sup> NSW Government, [Metro West to supercharge housing supply across Sydney](#), viewed 19 December 2023.

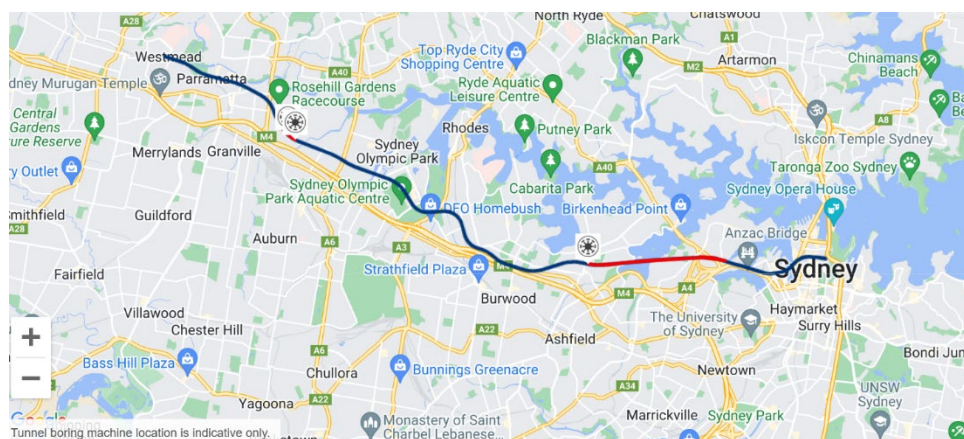
<sup>122</sup> NSW Government, [Metro West to supercharge housing supply across Sydney](#), viewed 19 December 2023; M Maddison, [The potential danger that lurks around the site for 25,000 homes in Sydney](#), viewed 21 December 2023.

<sup>123</sup> A Pengilly, [Rosehill will be sold for \\$5 billion. But what does the racing industry do now?](#), The Sydney Morning Herald, 8 December 2023, viewed 25 January 2024.

Committee also recommends that the NSW Government consider developing a business case on the efficacy of amending the route alignment to support housing uplift between Parramatta and Sydney Olympic Park.

### Additional station between Five Dock and The Bays

- 3.28 The Committee heard that the gap between the planned stations at Five Dock and The Bays presented another opportunity for an additional station. The distance between these stations is 4.3km.<sup>124</sup>
- 3.29 Some stakeholders supported a possible metro station at Lilyfield.<sup>125</sup> Mr Nathan English suggested that a Lilyfield station would be high-value and could interchange with the Inner West Light Rail.<sup>126</sup> A station at Leichhardt North was also suggested, where it could also connect with the Light Rail and prioritise connectivity between different transport modes.<sup>127</sup>
- 3.30 One stakeholder raised concern that the Sydney Metro West tunnel-boring machines have continued boring the route alignment and removed the opportunity for consideration of a Leichhardt or Lilyfield metro station.<sup>128</sup> Figure 3 shows that the tunnel boring between Five Dock and The Bays is complete.



**Figure 3: Sydney Metro West tunnel boring status<sup>129</sup>**

The blue line represents the current tunnel alignment and the red line represents the indicative status of the tunnel boring machines.<sup>130</sup>

- 3.31 The Committee notes that the tunnel boring for this section of the route alignment appears to be finished. However, given this section of the route alignment represents a 4.3 kilometre gap between stations, something that

<sup>124</sup> Sydney Metro, [Sydney Metro West tunnel boring machines make history with record-breaking breakthrough](#), viewed 19 January 2023.

<sup>125</sup> [Submission 11](#), p 1; [Submission 12](#), pp 2, 5; [Submission 16](#), p 4.

<sup>126</sup> [Submission 11](#), p 1

<sup>127</sup> [Submission 16](#), pp 2, 4; Mr Justin Simon, Chair, Sydney YIMBY, [Transcript of evidence](#), 13 October 2023, p 5.

<sup>128</sup> Mr Ng, [Evidence](#), 13 October 2023, p 23.

<sup>129</sup> Sydney Metro, [Journey of Sydney Metro West tunnel boring machines](#), viewed 9 January 2024.

<sup>130</sup> Sydney Metro, [Journey of Sydney Metro West tunnel boring machines](#), viewed 9 January 2024.

stakeholders have told the Committee is unusual, the Committee believes that the long term cost benefit analysis for this decision should be re-examined.

### **Calls for an eastern extension past Hunter Street**

- 3.32 Multiple stakeholders said that the NSW Government should extend the project past the Hunter Street terminus, or at least plan for an eastern extension at some stage in the future.<sup>131</sup> The City of Sydney advocated for the project to be extended east towards Zetland '... to address the significant transport infrastructure deficit at Green Square ...'.<sup>132</sup> The City of Sydney highlighted that Green Square is expected to have approximately 63,000 to 70,000 residents and 22,000 workers by 2036.<sup>133</sup> The City of Sydney argues that, as 'a major growth centre', investment in transport at Green Square is essential.<sup>134</sup>
- 3.33 Sport NSW, Alliance of Moore Park Sports and Venues NSW advocated for a metro station at Moore Park.<sup>135</sup> The organisations said that the extension of the project would address the significant public transport challenges of this sporting, entertainment, education and commercial hub.<sup>136</sup>
- 3.34 Sport NSW and Venues NSW also stated that a metro station would increase accessibility to the area, enhance the experience of sporting and cultural events, and provide a sustainable, long-term solution to parking issues and congestion.<sup>137</sup> A key theme in the submissions is that a metro service to this precinct would make a significant difference to local schools, higher education, entertainment and parklands.<sup>138</sup>
- 3.35 The Committee is of the view that the NSW Government should consider the value of amending the route alignment to add an eastern extension to the Sydney Metro West project.

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<sup>131</sup> Mr Forrest, [Evidence](#), 13 October 2023, p 3; Cr Clover Moore AO, Lord Mayor, City of Sydney, [Transcript of evidence](#), 13 October 2023, p 13; [Submission 15](#), City of Sydney, pp 6, 25; [Submission 24](#), Alliance of Moore Park Sports, p 1; [Submission 30](#), Sport NSW, p 1; [Submission 31](#), Venues NSW, p 1.

<sup>132</sup> [Submission 15](#), City of Sydney, p 7; Cr Moore AO, [Evidence](#), 13 October 2023, p 14.

<sup>133</sup> Cr Moore AO, [Evidence](#), 13 October 2023, p 13.

<sup>134</sup> Cr Moore AO, [Evidence](#), 13 October 2023, p 13.

<sup>135</sup> [Submission 24](#), p 1; [Submission 30](#), p 1; [Submission 31](#), p 1.

<sup>136</sup> [Submission 24](#), p 2; [Submission 31](#), p 3.

<sup>137</sup> [Submission 24](#), p 2; [Submission 31](#), pp 1-2.

<sup>138</sup> [Submission 30](#), pp 1-2.



## Chapter Four – Housing and economic uplift along the Sydney Metro West corridor

### Finding 7

**Six of the nine planned Sydney Metro West stations do not have any urban master plan.**

### Recommendation 5

**That the NSW Government ensure urban master plans are completed and support appropriate housing and economic uplift along the Sydney Metro West corridor.**

### Integrating transport planning and urban planning

4.1 At the hearing, Mr Steve Mann, CEO, Urban Development Institute of Australia NSW highlighted the importance of planning, and in particular 'integrating urban planning and transport planning'.<sup>139</sup> Mr Mann explained:

There's not enough thought about the city. To be a true city-shaping project you've got to know the city that you're building—and we don't, for most of our rail projects. We do little bits and pieces where the pressure points are but we're not fully planning it. In the end, we're putting the station in the right place where the city could be maximised. The business case is largely driven by travel time and it's largely driven by transport people, not city-shaping people.<sup>140</sup>

### Issues highlighted by stakeholders

*A lack of urban master plans*

#### What is a 'master plan'?

A "master plan" "... is a method for defining clear strategies for the physical, economic, and social transformation of places'. They aim to incorporate the '... community's collective vision ... to create sustainable spaces for living, working and recreation'. Master planning is a proactive way of embracing potential '... complex, sometimes conflicting issues' and 'build[ing] consensus ... [on] the future of an area, and identify [the] priorities for action'.<sup>141</sup>

4.1 During the hearing, the Committee heard that only three of the nine stations planned for the project had an urban master plan.<sup>142</sup>

<sup>139</sup> Mr Steve Mann, Chief Executive Officer, Urban Development Institute of Australia NSW, [Transcript of evidence](#), 13 October 2023, p 2.

<sup>140</sup> Mr Mann, [Evidence](#), 13 October 2023, p 4.

<sup>141</sup> Government Architect NSW, [Master Plans](#), September 2019, pp 1-2, viewed 21 December 2023.

<sup>142</sup> Mr Mann, [Evidence](#), 13 October 2023, p 2.

- 4.2 In addition, Mr Mann and Mr Forrest said that Pyrmont was the only Sydney Metro West station with an urban master plan that included residential planning.<sup>143</sup>
- 4.3 The Committee is concerned that the remaining six planned stations do not have an urban master plan. The Committee is of the view that master plans should be completed for all planned stations. The NSW Government should ensure residential planning is considered, including for all existing plans.

*The need for further housing uplift*

- 4.4 Multiple stakeholders emphasised the need for planning that addresses housing uplift due to the State's 'housing supply and affordability crisis' as well as rapid population growth in Western Sydney.<sup>144</sup>
- 4.5 Mr Mann told the Committee:
- There's never been a time when the phrase "density done well" was more important than it is now, so the delivery of rail is infrastructure that can be city shaping. It can deliver high-quality, high-density living close to public transport.<sup>145</sup>
- 4.6 At the hearing the Committee heard that, 'transport policy is housing policy'.<sup>146</sup> Mr Samuel Austin submitted that 'upzoning around stations is also important to help address the housing crisis, and ensure affordable new homes can be built in the future'.<sup>147</sup>
- 4.7 The Urban Development Institute of Australia NSW recommended that local councils be directed to 'provide greater housing diversity in type and tenure at key stations locations across the Metro West rail line' to increase density.<sup>148</sup>
- 4.8 In contrast, Ms Connolly highlighted Parramatta Council's view that the NSW Government was focused on housing supply centred around bubbles around stations and instead suggested that the NSW Government should look at:
- the entire corridor from Sydney Olympic Park through to Parramatta, and, in particular, between Sydney Olympic Park and Camellia, and looking at that as the future housing corridor rather than just bubbles around the stations. That needs to be futureproofed now.<sup>149</sup>

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<sup>143</sup> Mr Mann, [Evidence](#), 13 October 2023, p 4; Mr Tom Forrest, Chief Executive Officer, Urban Taskforce, [Transcript of evidence](#), 13 October 2023, p 4

<sup>144</sup> Mr Mann, [Evidence](#), 13 October 2023, p 2; [Submission 29](#), Business Western Sydney, p 2.

<sup>145</sup> Mr Mann, [Evidence](#), 13 October 2023, p 2.

<sup>146</sup> Mr Justin Simon, Chair, Sydney YIMBY, [Transcript of evidence](#), 13 October 2023, p 3.

<sup>147</sup> [Submission 1](#), Mr Samuel Austin, p 1.

<sup>148</sup> [Submission 18](#), Urban Development Institute of Australia NSW, pp 3 and 9.

<sup>149</sup> Ms Gail Connolly PSM, Chief Executive Officer, City of Parramatta Council, [Transcript of evidence](#), 13 October 2023, p 16.



*The need for further economic uplift*

- 4.9 Several stakeholders told the Committee that the 7-kilometre stretch between Sydney Olympic Park and Parramatta without stations 'is a missed opportunity to make a positive economic contribution'.<sup>150</sup>
- 4.10 The Committee heard that additional stations within the 7-kilometre gap could provide economic uplift in different areas along the corridor.<sup>151</sup>
- 4.11 In addition to being an economic catalyst for the landowners' remediation of contaminated land, the Committee heard that a station at Camellia could provide residential development for up to 50,000 people, mixed-use development with education and high-value jobs, potential expansion of the Western Sydney University campus in the town centre, up to 25,000 jobs, and the long-term expansion of the Parramatta CBD.<sup>152</sup>
- 4.12 As noted in Chapter 3, the NSW Government recently announced that Sydney Metro has been directed to complete scoping studies for up to two new stations west of Sydney Olympic Park. The location of these stations is expected to be informed by their capacity to generate more urban infill housing. Discussions have also commenced regarding the possibility of reusing the Rosehill Racecourse site for 25,000 new homes and as a location for a new metro station.<sup>153</sup>
- 4.13 Mr Mark Scott, Vice-Chancellor and President, University of Sydney also said that a station in Camperdown would 'play a key role in delivering the New South Wales Government objective of shifting to a knowledge-based economy in order to drive the State's future economic growth'.<sup>154</sup> Mr Scott said that a Camperdown station would also generate economic benefits by improving access to large institutions and leveraging existing investments including Tech Central.<sup>155</sup>
- 4.14 The Committee is of the view that urban master plans should be completed for all planned stations, as well as any additional stations between Sydney Olympic Park and Parramatta to support economic and housing uplift. This will help to ensure that the significant investment in the Sydney Metro West is appropriately leveraged to support housing and economic uplift across Sydney's communities.

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<sup>150</sup> Mr James Scott, General Manager, Harvey Norman Property Department, [Transcript of evidence](#), 13 October 2023, p 28 and Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 22.

<sup>151</sup> Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 22.

<sup>152</sup> Mr Graf, [Evidence](#), 13 October 2023, p 22.

<sup>153</sup> NSW Government, [Metro West to supercharge housing supply across Sydney](#), media release, 7 December 2023, viewed 19 December 2023.

<sup>154</sup> Mr Mark Scott, Vice-Chancellor and President, The University of Sydney, [Transcript of evidence](#), 13 October 2023, p 32.

<sup>155</sup> Mr Scott, [Evidence](#), 13 October 2023, p 32.

## Chapter Five – Inter-departmental functions and planning

### Finding 8

**Some stakeholders support a single authority or department managing all aspects of planning and delivery.**

### Recommendation 6

**That the NSW Government consider establishing a single authority for the management of the Sydney Metro West project.**

### Potential need for single planning authority

5.1 During the hearing, Mr Steve Mann, CEO, Urban Development Institute of Australia NSW (UDIA NSW) raised concerns about a lack of 'city-shaping' planning in the Sydney Metro West project.<sup>156</sup> Mr Mann told the Committee that a 'precinct authority' could ensure that optimal outcomes are found between the objectives of city planning and transport planning.<sup>157</sup>

5.2 In its submission, UDIA NSW also stated that action should be taken to 'deliver new transformational outcomes to keep Sydney globally competitive'. UDIA NSW recommended this include the establishment of a 'Delivery Authority to lead Transit Orientated Development (TOD) Precincts from planning to implementation.'<sup>158</sup> It proposed that the Authority have responsibility for:

consolidating land holdings, setting aside existing restrictive controls and developing new aspirational goals for design, energy efficiency, carbon emissions, public services and open space which aim to deliver improved value for Government, communities and industry.<sup>159</sup>

#### What is 'Transit Orientated Development'?

Transit Orientated Development is a land use planning approach that encourages sustainable and mixed-use development around transport and aims to create vibrant and walkable communities.<sup>160</sup>

5.3 The Committee also heard evidence of the inefficiencies caused from not having a single authority.<sup>161</sup> Ms Gail Connolly, CEO, Parramatta Council noted that

<sup>156</sup> Mr Steve Mann, Chief Executive Officer, Urban Development Institute of Australia NSW, [Transcript of evidence](#), 13 October 2023, pp 2, 4.

<sup>157</sup> Mr Mann, [Evidence](#), 13 October 2023, p 5.

<sup>158</sup> [Submission 18](#), Urban Development Institute of Australia NSW, p 8.

<sup>159</sup> [Submission 18](#), p 8.

<sup>160</sup> NSW Government Planning, [Transit Orientated Development Program](#), viewed 8 January 2024.

<sup>161</sup> Ms Gail Connolly, Chief Executive Officer, City of Parramatta Council, [Transcript of evidence](#), 13 October 2023, p 16.

currently there are numerous agencies that control different elements of Sydney Metro West, 'from land acquisition through to planning and construction and delivery'.<sup>162</sup> She went on to say that the range of approvals developers must obtain across all of the agencies causes delay in investment and planning approval.<sup>163</sup>

- 5.4 Ms Connolly also commented that a legislated authority that survived terms of government would ensure that transport infrastructure projects, like Sydney Metro West, are being planned for 'the next 100 years, not just the next five'.<sup>164</sup>
- 5.5 Another issue raised was that the density around stations is a complex calculation in order to get town centre planning right. Mr Rick Graf, Representative, Camellia Landowners Alliance said that 'not all councils have the same skill set to be able to manage the development and planning of town centre nodes around stations'.<sup>165</sup>

### **Differing support from Councils for a centralised planning entity**

- 5.6 The Committee heard differing views from local councils on the need for a centralised planning entity.
- 5.7 Parramatta Council stated that the Council would support 'a single authority/department managing all aspects of planning and delivering of the Metro network'.<sup>166</sup> The single entity could oversee: identification and protection, land use planning, land acquisition, design and construction, property development along the corridor and place making.<sup>167</sup>
- 5.8 Mr Daniel Cavallo, Director, Environment and Planning, Cumberland Council, supported a centralised authority that 'can work with councils collaboratively' to deliver the place and transport outcomes and 'look at how they can move planning forward'.<sup>168</sup>
- 5.9 In response to the proposal of a centralised planning entity, Mr Kim Woodbury, Chief Operating Officer, City of Sydney, stated that the City of Sydney should keep its planning powers. Mr Woodbury noted that Pyrmont (most of which is under the remit of Sydney Council) 'is a more mature kind of development' as opposed to Parramatta which requires 'a total rezoning of lands'.<sup>169</sup> Otherwise, Mr Woodbury supported an authority with powers required to 'develop up both transport and also the integration with all other government services'.<sup>170</sup>

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<sup>162</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 14.

<sup>163</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 16.

<sup>164</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 16.

<sup>165</sup> Mr Rick Graf, Representative, Camellia Landowners Alliance, [Transcript of evidence](#), 13 October 2023, p 27.

<sup>166</sup> Submission 13, City of Parramatta Council, p 2.

<sup>167</sup> Ms Connolly, [Evidence](#), 13 October 2023, p 14.

<sup>168</sup> Mr Daniel Cavallo, Director, Environment and Planning, Cumberland City Council, [Transcript of evidence](#), 13 October 2023, pp 16-17.

<sup>169</sup> Mr Kim Woodbury, Chief Operating Officer, City of Sydney, [Transcript of evidence](#), 13 October 2023. p 17.

<sup>170</sup> Mr Woodbury, [Evidence](#), 13 October 2023. p 17.

- 5.10 The Committee is of the view that Sydney Metro West may benefit from a single authority that manages all aspects of the Sydney Metro West project. Such an authority could help to increase the efficiency of the planning and stakeholder engagement, and balance competing planning issues but should also become a focus point for local councils, stakeholders, businesses and agencies to ensure that there is an all of government approach. The Committee recommends the NSW Government consider the costs and benefits of this idea further.

## Appendix One – Terms of reference

That the Committee on Transport and Infrastructure inquire into and report on the Sydney Metro West project, with reference to:

- a) The original business case for the project
- b) The establishment of the route and selection of station locations
- c) The cause of blowouts in project cost and timelines
- d) Whether the Minister at the time considered any other consequential benefits that could be achieved from the project
- e) Other matters relevant to the Sydney Metro West project.

## Appendix Two – Conduct of inquiry

The Sydney Metro West project inquiry was referred by the Minister for Transport, the Hon. Jo Haylen MP, to the Committee on Transport and Infrastructure on 1 August 2023. The Committee resolved to accept the referral on 15 August 2023. The terms of reference for the inquiry is at Appendix One.

Submissions to the inquiry closed on 19 September 2023. The Committee received 34 submissions from various stakeholders including members of the public, non-profit organisations, local councils, government agencies, industry bodies and advocacy groups.

A list of submission makers is at Appendix Three, and the submissions are available on the inquiry [webpage](#).

A public hearing was held at Parliament House on 13 October 2023. The Committee heard from a range of witnesses representing community and business advocacy groups, NSW government departments and agencies, local councils, and planning and architectural organisations.

A list of witnesses who appeared at the hearing is at Appendix Four. A transcript of evidence taken at the hearing is on the inquiry [webpage](#).

The Committee tabled an interim report on 21 November 2023, which recommended that the Legislative Assembly consider making an order for papers to enable the Committee to fulfil key aspects of its inquiry, namely in relation to the original business case. The report is also available on the inquiry [webpage](#).

## Appendix Three – Submissions

<b>No.</b>	<b>Author</b>
1	Mr Samuel Austin
2	Mr Grant Mistler
3	Mr Ray Laverack
4	Confidential
5	Ms Vanessa McDonald Costa
6	Mr Richard Ure
7	Audit Office of New South Wales
8	Mr Lachlan Bowden
9	Family Planning Australia
10	Cumberland City Council
11	Mr Nathan English
12	Restore Inner West Line
12a	Restore Inner West Line
13	City of Parramatta Council
14	Quay Group
15	City of Sydney
16	Urban Taskforce
17	Action for Public Transport (NSW) Inc.
18	Urban Development Institute of Australia (NSW)
19	Mecone
20	Sydney YIMBY
21	Camellia Landowners Alliance
22	Knight Frank Town Planning

23	The Centre for Western Sydney
24	Alliance of Moore Park Sports (AMPS)
25	The University of Sydney
26	Sydney Olympic Park Business Association Inc.
27	Mr Peter Egan
28	Crude Oil Peak
29	Business Western Sydney
30	Sport NSW
31	Venues NSW
32	Sydney Metro
33	Name suppressed



## Appendix Four – Witnesses

**13 October 2023**

**Parliament House, Macquarie Room, Sydney, NSW and via videoconference**

<b>Witness</b>	<b>Position and Organisation</b>
Mr Tom Forrest	Chief Executive Officer, Urban Taskforce
Mr Steve Mann	Chief Executive Officer, Urban Development Institute of Australia - NSW Division
Mr Justin Simon	Chair, Sydney YIMBY
Mr Roydon Ng	Restore Inner West Line
Mr Rick Graf	CLA Representative, Camellia Landowners Alliance
Mr Mathew Hounsell	Researcher, Transport Research Centre, University of Technology Sydney
Mr Daniel Cavallo	Director, Environment and Planning, Cumberland City Council
Mr Mark Grayson	Director, Knight Frank Town Planning
Mr James Scott	General Manager - Harvey Norman Property Department
Mr Greg Robinson	Chief Infrastructure Officer, The University of Sydney
Professor Mark Scott AO	Vice-Chancellor and President, The University of Sydney
Mr Tom Nance	Policy and Strategy Lead, The Centre for Western Sydney
Mr Phillip Heads	General Manager - Communications, Heritage and Community, Venues NSW
Ms Allison Taylor	Chief Executive Officer, Sydney Olympic Park Business Association Inc.
Mr David Borger	Executive Director, Business Western Sydney

Ms Margaret Crawford PSM	Auditor-General for New South Wales, Audit Office of New South Wales
Mr Ian Goodwin	Deputy Auditor-General for New South Wales, Audit Office of New South Wales
Ms Claudia Migotto	Assistant Auditor-General for New South Wales, Audit Office of New South Wales
Mr Peter Regan	Chief Executive, Sydney Metro
Cr Clover Moore AO	Lord Mayor, City of Sydney
Mr Kim Woodbury	Chief Operating Officer, City of Sydney
Mr Simon Hunter	Chief Transport Planner, Customer Strategy & Technology Division, Transport for NSW
Ms Gail Connolly PSM	Chief Executive Officer, City of Parramatta Council
Ms Erica van den Honert	Executive Director, Infrastructure Assessments, NSW Department of Planning and Environment
Ms Janine Lonergan	Acting Chief Executive, Infrastructure NSW
Mr Rene Burkart	Head of Assurance, Infrastructure NSW
Mr Shaun Carter LFRAIA	Principal, Carter Williamson Architects, Mecone
Mr David Gainsford	Deputy Secretary, Development Assessment, NSW Department of Planning and Environment

## Appendix Five – Extracts from minutes

### **MINUTES OF MEETING NO 2**

10:58AM, 15 August 2023

Room 1254 and via videoconference

#### **Members present**

Ms Voltz (Chair), Mr Hagarty (Deputy Chair) (by videoconference), Mrs Hannan (by videoconference), Mr Kirby (by videoconference)

#### **Officers present**

Stephanie Mulvey, Kieran Lewis, Alison Buskens and Caitlin Bailey

#### **Apologies**

Mr Williams

#### **Agenda**

##### **1. Confirmation of minutes**

Resolved, on the motion of Mr Kirby: That the minutes of the meeting of 29 June 2023 be confirmed.

##### **2. \*\*\***

##### **3. \*\*\***

##### **4. Proposed inquiry into Sydney Metro West project**

The Committee considered the correspondence from the Minister for Transport, dated 1 August 2023, requesting that the Committee conduct an inquiry into the Sydney Metro West project.

Resolved on the motion of Mr Haggarty, seconded Mrs Hannan:

- That the Committee conduct an inquiry into the Sydney Metro West project in accordance with the following terms of reference:  
That the Committee will inquire into and report on the Sydney Metro West project, with reference to:
  - a. The original business case for the project
  - b. The establishment of the route and selection of station locations
  - c. The cause of blowouts in project cost and timelines
  - d. Whether the Minister at the time considered any other consequential benefits that could be achieved from the project
  - e. Other matters relevant to the Sydney Metro West project.
- That the Committee call for submissions to be received by 19 September 2023 and write to the listed stakeholders.

- That the Chair issue a media release announcing the inquiry.

The Committee agreed that members would send any additional stakeholder suggestions to the secretariat by COB Thursday.

The Committee agreed to hold public hearings on 6 and 13 October 2023.

**5. \*\*\***

**6. Next meeting**

The meeting adjourned at 11:14am until 29 September 2023.

**MINUTES OF MEETING NO 3**

3:03PM, 29 September 2023

Room 1254 and via videoconference

**Members present**

Ms Voltz (Chair), Mr Kirby, Mr Hagarty (Deputy Chair) (by videoconference), Mrs Hannan (by videoconference), Mr Williams (by videoconference)

**Officers present**

Stephanie Mulvey, Janelle Taouk and Abegail Turingan

**Agenda**

**1. Confirmation of minutes**

Resolved, on the motion of Mr Kirby: That the minutes of the meeting of 15 August 2023 be confirmed.

**2. Correspondence**

The Committee noted correspondence from stakeholders who have confirmed that they will not be making a submission to the inquiry into Sydney Metro West:

- Email from the Heritage Council of NSW dated 22 August 2023
- Email from Infrastructure NSW dated 15 September 2023
- Email from the Climate Council dated 15 September 2023
- Email from the Western Sydney University dated 18 September 2023
- Email from the City of Canada Bay Council dated 26 September 2023

**3. \*\*\***

**4. Inquiry into Sydney Metro West project**

**4.1 Publication of submissions**

The Committee considered submissions for publication.

Resolved, on the motion of Mr Kirby:

- That the Committee accept and publish submissions numbered 1 to 3 and 6 to 24 and 26 to 31 in full, with standard redactions as set out in the publication table.

- That the Committee accept and publish submission 5 as partially confidential by redacting details on page 3 which may inadvertently the author's address.
- That the Committee accept and publish submission 25 as partially confidential, omitting those attachments marked commercial in confidence (Attachments 3 and 5).
- That submission 4 remain confidential to the Committee and not be published.

The Chair noted submissions received after the closing date (19 September 2023). The Chair also noted that submissions from Transport for NSW and the Department of Planning are forthcoming and will be circulated to members when received.

Resolved, on the motion of Mr Kirby: That the submissions from Transport for NSW and the Department of Planning be emailed to members and then published 24 hours after being circulated, unless members note any objections in writing before that time.

#### **4.2 Witness for public hearing (Attachment E)**

The Committee discussed the witness selection for the public hearing and considered the draft hearing schedule.

The Committee agreed to add Sydney Metro and Peter Phibbs, Professor Emeritus at the University of Sydney, to the draft schedule

Resolved, on the motion of Mr Hagarty: That the Committee invite the witnesses listed in the draft hearing schedule to give evidence at the public hearing on 13 October 2023.

The Committee agreed that a hearing on 6 October was unlikely to proceed; however, members would endeavour to keep the afternoon of that day free in case it was required.

#### **5. Correspondence regarding original business case**

Resolved, on the motion of Mr Hagarty: That the Committee write to Infrastructure NSW requesting a copy of the original business case for Sydney Metro West.

6. \*\*\*

7. \*\*\*

#### **8. Next meeting**

The meeting adjourned at 3.13pm. The Committee will meet again on 13 October 2023.

### **MINUTES OF MEETING NO 4**

8:47AM, 13 October 2023

Macquarie Room and via videoconference

#### **Members present**

Ms Voltz (Chair), Mr Hagarty (Deputy Chair), Mrs Hannan, Mr Kirby and Mr Williams (by videoconference)

#### **Officers present**

Stephanie Mulvey, Alison Buskens, Janelle Taouk and Caitlin Bailey

## Agenda

### 1. Confirmation of minutes

Resolved, on the motion of Mrs Hannan: That the minutes of the meeting of 29 September 2023 be confirmed.

### 2. Correspondence regarding original business case

The Committee noted the following correspondence:

#### 2.1 Incoming

- Letter from Infrastructure NSW dated 5 October 2023, regarding the Committee's request for a copy of the original business case for the Sydney Metro West project.
- Letter from Sydney Metro, received on 12 October 2023, regarding the Committee's request for a copy of the original business case for the Sydney Metro West project.

#### 2.2 Outgoing

- Letter from Chair to Sydney Metro dated 10 October 2023 requesting a copy of the original business case for the Sydney Metro West project.

Resolved, on the motion of Mr Hagarty: That the Committee note its agreement via email on 9 October 2023 to send a copy of the circulated draft letter to Sydney Metro.

### 3. Publication of additional submissions

The Committee considered submission 33 for publication.

Resolved, on the motion of Mr Kirby: That the Committee accept and publish the submission numbered 33 as partially confidential, suppressing the name of the submission maker.

### 4. Pre-hearing deliberative meeting

#### 4.1 Procedural resolutions

Resolved, in globo, on the motion of Mr Kirby:

- That the Committee invites the witnesses listed in the updated notice of the public hearing for Friday, 13 October 2023 to give evidence in relation to the inquiry into Sydney Metro West.
- That the Committee authorises the audio-visual recording, photography and broadcasting of the public hearing on 13 October 2023, in accordance with the Legislative Assembly's guidelines for the coverage of proceedings for parliamentary committees administered by the Legislative Assembly.
- That the Committee adopt the following process in relation to supplementary questions:
  - Members to email any proposed supplementary questions for witnesses to the secretariat by 4pm, Thursday 19 October 2023;

- Secretariat to then circulate all proposed supplementary questions to Committee, with Members to lodge any objections to the questions by 4pm, Friday 20 October 2023.
- That witnesses be requested to return answers to questions taken on notice and supplementary questions within 14 days of the date on which the questions are forwarded.

#### **4.2 Correspondence**

The Committee noted correspondence received from Canada Bay Council, dated 5 October 2023, which declined the Committee's invitation to appear at the Public Hearing.

The Chair adjourned the meeting at 8:52am.

### **5. Public hearing: inquiry into Sydney Metro West**

Witnesses and the public were admitted. The Chair opened the public hearing at 9.18am and made a short opening statement.

Mr Tom Forrest, Chief Executive Officer, Urban Taskforce, was affirmed and examined.  
Mr Steve Mann, Chief Executive Officer, Urban Development Institute of Australia NSW, was sworn and examined.

Mr Justin Simon, Chair, Sydney YIMBY, was affirmed and examined.

Mr Forrest, Mr Mann and Mr Simon each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Mathew Hounsell, Researcher, Transport Research Centre, University of Technology Sydney, was affirmed and examined.

Mr Hounsell made an opening statement. The Committee questioned the witness. Evidence concluded and the witness withdrew.

Mr Daniel Cavallo, Director, Environment and Planning, Cumberland City Council, was sworn and examined.

Ms Gail Connolly PSM, Chief Executive Officer, City of Parramatta, was affirmed and examined.

Cr Clover Moore AO, Chief Executive Officer, City of Sydney, was sworn and examined.

Mr Kim Woodbury, Chief Operating Officer, City of Sydney, was affirmed and examined.

Mr Cavallo, Ms Connolly and Cr Moore each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The Chair adjourned the hearing at 11:03am.

The Chair resumed the public hearing at 11:17am. Witnesses and the public were admitted.

Mr Roydon Ng, Restore Inner West Line, was sworn and examined.

Mr Rick Graf, CLA representative, Camellia Landowners Alliance, was affirmed and examined.

Mr Ng and Mr Graf each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Shaun Carter LFRAIA, Principal, Carter Williamson Architects, was affirmed and examined via videoconference.

Mr James Scott, General Manager – Harvey Norman Property Department, was sworn and examined.

Mr Mark Grayson, Director, Knight Frank Town Planning, was affirmed and examined.

Mr Carter and Mr Scott each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Tom Nance, Policy and Strategy Lead, The Centre for Western Sydney, was affirmed and examined.

Professor Mark Scott, Vice-Chancellor and President, The University of Sydney, was affirmed and examined.

Mr Greg Robinson, Chief Infrastructure Officer, The University of Sydney, was sworn and examined.

Mr Phillip Heads, General Manager – Communications, Heritage and Community, Venues NSW, was affirmed and examined.

Mr Nance, Professor Scott and Mr Heads each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The Chair adjourned the hearing at 12:45pm.

The Chair resumed the public hearing at 1:45pm. Witnesses and the public were admitted.

Ms Allison Taylor, Chief Executive Officer, Sydney Olympic Park Business Association Inc., was affirmed and examined.

Mr David Borger, Executive Director, Business Western Sydney, was affirmed and examined.

Ms Taylor and Mr Borger each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Ms Margaret Crawford PSM, Auditor-General for New South Wales, Audit Office of New South Wales, was affirmed and examined.

Mr Ian Goodwin, Deputy Auditor-General for New South Wales, Audit Office of New South Wales, was sworn and examined.

Ms Claudia Migotto, Assistant Auditor-General for New South Wales, Audit Office of New South Wales, was affirmed and examined.



Ms Crawford made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

The Chair adjourned the hearing at 2:40 pm.

The Chair resumed the public hearing at 3:01 pm. Witnesses and the public were admitted.

Mr David Gainsford, Deputy Secretary, Development Assessment, Department of Planning and Environment, was affirmed and examined.

Ms Erica van den Honert, Executive Director, Infrastructure Assessments, Department of Planning and Environment, was affirmed and examined.

Ms Janine Lonergan, Acting Chief Executive, Infrastructure NSW, was affirmed and examined.

Mr Rene Burkart, Head of Assurance, Infrastructure NSW, was affirmed and examined.

Mr Gainsford and Ms Lonergan each made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Simon Hunter, Chief Transport Planner, Customer Strategy & Technology Division, Transport for NSW, was affirmed and examined.

Mr Peter Regan, Chief Executive, Sydney Metro, was affirmed and examined.

Mr Regan made an opening statement. The Committee questioned the witnesses. Evidence concluded and the witnesses withdrew.

Mr Williams left the hearing at 4.53pm.

The public hearing concluded at 4.53pm.

## 6. Post-hearing deliberative meeting

### 6.1 Publication of transcript

Resolved on the motion of Mr Hagarty: That the corrected transcripts of public evidence given on 13 October 2023 be authorised for publication and uploaded on the Committee's website.

### 6.2 Documents tendered

Resolved on the motion of Mr Hagarty: That the following documents tendered at today's hearing be accepted by the Committee:

- Mr Roydon Ng, Restore Inner West Line

#	Document title/description	Author	Document Date
1	Newington Metro – Call to Action!	Newington Neighbourhood Association	29 Apr 2018

2	Sydney-Bankstown line conversion (report extract)	Legislative Council – Portfolio Committee No. 6	April 2020
3	Miss out on Metro link	Local News Plus	29 Oct 2019
4	Ensuring a liveability dividend from growth: A new Urban Renewal Community Compact	Patrick Fensham, Principal and Partner, SGS Economics & Planning	June 2017
5	Letter to Transport for NSW about long-term transport planning (2015)	No author	No date
6	Sydney Metro City & Southwest – alternative shuttle options	Sydney Metro	No date
7	Document regarding T2 trains with explanatory note from Roydon Ng	No author	No date
8	Email entitled 'Decision to restrict your contact'	Transport for NSW	7 Feb 2023

- Mr Matthew Hounsell, Researcher, Transport Research Centre, University of Technology Sydney
  - Graph entitled 'Number of NSW railway and bus journeys in comparison to the LTTMP', no date.
- Mr Tom Forrest, Chief Executive Officer, Urban taskforce
  - MetroLink, report entitled 'SydneyLink - The future of Sydney's transport', March 2008.

### 6.3 Correspondence

Resolved, on the motion of Mr Kirby: That the Committee write to the Minister for Transport to confirm that the Committee has not been able to obtain the original business case for Sydney Metro West and will consider next steps.

7. \*\*\*

### 8. Next meeting

The meeting adjourned at 5:03pm until a date and time to be determined.

## MINUTES OF MEETING NO 5

2:04PM, 20 November 2023

Room 1043 and via videoconference

### Members present

Ms Voltz (Chair), Mr Hagarty (Deputy Chair) (by videoconference), Mrs Hannan, Mr Kirby (by videoconference) and Mr Williams (by videoconference)

## **Officers present**

Jonathan Elliot, Stephanie Mulvey, Alison Buskens, Caitlin Bailey and Janelle Taouk

### **1. Confirmation of minutes**

Resolved, on the motion of Mrs Hannan: That the minutes of the meeting of 13 October 2023 be confirmed.

### **2. Correspondence**

The committee noted the following correspondence:

#### **2.1 Incoming**

- Email from Vanessa McDonald Costa received on 13 October 2023, requesting to appear before the inquiry at its next public hearing.
- Emails from Christian Kent received on 24 October 2023, regarding Newington's needs for Sydney Metro West.

#### **2.2 Outgoing**

- Letter sent to the Minister for Transport, as resolved in the Committee's meeting on 13 October 2023

Resolved, in globo, on the motion of Mr Kirby:

- That the Committee write to Vanessa McDonald Costa in accordance with the draft response, advising that at this stage the Committee is holding no further hearings and will deliberate on the content of its report at a later date.
- That the Committee write to Christian Kent in accordance with the draft response, thanking him for his correspondence and noting that the Committee will consider the establishment of the route and selection of station locations as part of its inquiry.

### **3. Inquiry into Sydney Metro West project**

#### **3.1 Response to questions on notice (13 Oct 2023 public hearing)**

The Committee noted the following answers to questions on notice received:

- Answer to question on notice from Sydney Olympic Park Business Association.
- Answer to question on notice from Mecone.

Resolved, in globo, on the motion of Mrs Hannan:

- That the Committee accept the listed answers to questions on notice and publish these on its webpage with contact details redacted.
- That the Committee write to Sydney Olympic Park Business Association and Mecone in accordance with the draft responses noting receipt of their correspondence.

#### **3.2 Supplementary submission**

The Committee noted a supplementary submission received from Roydon Ng, Restore Inner West Line, received on 26 October 2023.

Resolved, on the motion of Mr Hagarty: That the Committee publish pages 1 and 2 of the supplementary submissions received from Roydon Ng in full.

### **3.3 Correction to evidence given at public hearing from Rene Burkart**

The Committee received a letter of clarification from Mr Rene Burkart, Head of Assurance, Infrastructure NSW, regarding evidence given during the public hearing on 13 October 2023.

Resolved, in globo, on the motion of Mrs Hannan:

- That the Committee publish the correspondence received from Rene Burkart, Head of Assurance, Infrastructure NSW.
- That the Committee write to Infrastructure NSW in accordance with the draft response noting receipt of the correspondence and informing them that the correspondence has been published.

### **3.4 Discussion of original business case**

The Committee discussed requests for the original business case and considered next steps. Committee agreed that the secretariat will draft an interim report for tabling in late January.

## **4. \*\*\***

## **5. Next Meeting**

The meeting adjourned at 2.14 pm until a date and time to be determined.

## **MINUTES OF MEETING NO 6**

3.36PM, 27 November 2023

Room 1136 and via videoconference

### **Members present**

Ms Voltz (Chair), Mr Hagarty (Deputy Chair) (by videoconference), Mr Kirby (by telephone) and Mr Williams (by videoconference)

### **Officers present**

Jonathan Elliott, Stephanie Mulvey, Alison Buskens, Caitlin Bailey and Janelle Taouk

### **Apologies**

Mrs Hannan

## **1. Confirmation of minutes**

Resolved, on the motion of Mr Hagarty: That the minutes of the meeting of 20 November 2023 be confirmed.

## **2. Correspondence**

The committee considered the publication of the following correspondence:

- Letter from Infrastructure NSW, dated 5 October 2023, regarding the Committee's request for a copy of the original business case for the Sydney Metro West project.

- Letter from Sydney Metro, dated 12 October 2023, regarding the Committee's request for a copy of the original business case for the Sydney Metro West project.

Resolved, on the motion of Mr Kirby: That the Committee publish the correspondence received from Infrastructure NSW and Sydney Metro.

### **3. Inquiry into Sydney Metro West project**

#### **3.1 Consideration of Chair's draft interim report (previously circulated)**

The Committee considered the Chair's draft interim report.

Resolved, in globo, on the motion of Mr Hagarty:

- That the Committee consider the Chair's draft report in globo
- That the Chair's draft report be the report of the Committee and that it be signed by the Chair and presented to the House.
- That the Chair and committee staff be permitted to correct stylistic, typographical and grammatical errors.
- That, once tabled, the report be posted on the Committee's webpage.

Resolved, on the motion of Mr Hagarty: That the Chair issue a media release announcing the tabling of the Committee's report.

#### **4. \*\*\***

#### **5. Next Meeting**

The meeting adjourned at 3.40pm until a date and time to be determined.

### **UNCONFIRMED MINUTES OF MEETING NO 7**

2.10PM, 1 February 2024

Room 1043 and via videoconference

#### **Members present**

Ms Voltz (Chair), Mr Hagarty (Deputy Chair) (by videoconference), Mrs Hannan (by videoconference) and Mr Williams (by videoconference)

#### **Officers present**

Stephanie Mulvey, Alison Buskens, Caitlin Bailey, Janelle Taouk and Alice Zwar

#### **Apologies**

Mr Kirby

#### **1. Confirmation of minutes**

Resolved, on the motion of Mr Hagarty: That the minutes of the meeting of 27 November 2023 be confirmed.

#### **2. Correspondence**

The committee noted the following correspondence received:

- \*\*\*

- Email from Mr Matt Mushalik, dated 28 November 2023, regarding impact of Israel-Palestine conflict on oil supplies.
- \*\*\*

Resolved, on the motion of Mrs Hannan:

- That the Committee write to Matt Mushalik in accordance with the draft response.
- \*\*\*

### **3. Inquiry into the Sydney Metro West project**

#### **3.1 Consideration of Chair's report**

The Committee considered the circulated Chair's draft report.

Resolved, on the motion of Mr Hagarty: That the Committee consider the report in globo.

Resolved, on the motion of Mr Hagarty, that paragraph 5.10 be amended:

- To replace "process" with "and stakeholder engagement,".
- To insert "but should also become a focus point for local councils, stakeholders, businesses and agencies to ensure that there is an all of government approach." after the word "issues".

Resolved, on the motion of Mrs Hannan:

- That the draft report as amended be the report of the Committee and that it be signed by the Chair and presented to the House.
- That the Chair and committee staff be permitted to correct stylistic, typographical and grammatical errors.
- That, once tabled, the report be posted on the Committee's webpage.

#### **4. \*\*\***

#### **5. Next Meeting**

The meeting adjourned at 2.24 pm until a date and time to be determined.