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## Final business case for Metro West unveiled after comprehensive planning and development

Transport for NSW, Sydney Metro  
Metro West Program final business case

### Summary

In this success story we share how Iceni supported Transport for NSW (TfNSW) with a groundbreaking staged gateway review for the Sydney Metro West final business case. Collaboration led to a remarkable final business case worth more than \$20 billion and the announcement of Pymont station.



### Client's challenge

Sydney Metro West faced the monumental task of delivering a final business case for a significant project valued at over \$20 billion, involving critical activities like analysing the metro's business need, conducting extensive technical assessments, and designing the rail corridor and stations.

To navigate potential election impacts, TfNSW arranged a staged gateway review for the final business case, conducted over three stages. TfNSW engaged Iceni to guide the Project Development Director on the review structure, sequencing and topics, as well as to advise the Office of the Chief Executive on materials to be provided.

### Our approach

We collaborated closely with subject matter experts to swiftly address real-time project advancements. This allowed effective negotiation of hard and soft milestones, ensuring timely delivery.

With a 'one-team' approach, we supported collaborative behaviors within the client's operating environment. As the project's interface manager, we guided team members to produce business case inputs, managed internal reviews and liaised with various stakeholder groups, including Sydney Metro, the greater Transport cluster and other government departments. We also coordinated the iNSW Final Gateway Review with the Office of the Chief Executive and the Information Management team.

### Value-adds

With expertise and dedication, we led over 15 team members to produce essential inputs for the business case, focusing on implementation, delivery and risk areas. We adeptly responded to real-time developments in the project, skillfully negotiating program milestones to ensure on-time delivery of critical path deliverables. The final business case was successfully delivered within an accelerated timeframe, maintaining top-notch documentation quality.

TfNSW went on to retain Iceni for subsequent activities like developing a public-facing business case, delivering a final business case supplement and preparing the project for a health check.

### Client outcome

The final business case was delivered ahead of schedule, earning commendations for its high-quality documentation from the iNSW review panel. The successful collaboration approach helped streamline procurement and investment decisions, while also leading to the announcement of a Pymont station.