



2 August 2021

Our Ref: A38683964
You Ref: SSI 7485

Jake Shackleton
Director, Infrastructure Management
Department of Planning, Industry and Environment
12 Darcy Street
Parramatta NSW 2150

Dear Jake,

**WestConnex Stage 3B – Rozelle Interchange (SSI-7485)
AQCCC (CoA E2): Engagement of Independent Chair**

Transport for NSW (TfNSW) is currently establishing the Air Quality Community Consultative Committee (AQCCC) for the WestConnex Rozelle Interchange project, in accordance with Condition of Approval (CoA) E2.

CoA E2(a)(iv) requires 'a Chair who is an independent from the design and construction of the CSSI put forward by the Proponent and approved by the Secretary'. TfNSW would like to propose Abigail Goldberg from GoldbergBlaise as the Independent Chair for the Rozelle Interchange AQCCC.

I have attached Abigail's CV and Letter of Independence for your information. I note that Abigail is on the Department of Planning, Industry and Environment's (DPIE) list of appointed chairpersons for community consultative committees and has also been engaged as the Independent Chair for the WestConnex M4-M5 Link Tunnels AQCCC.

At opening of the Rozelle Interchange project, WestConnex Transurban will assume the responsibility for the operation of the project as part of the WestConnex motorways. Engaging the same Independent Chair across both the M4-M5 Link Tunnels project and the Rozelle Interchange project will allow WestConnex Transurban to combine the two AQCCCs at this time, should this be of benefit to the projects and the community. This is reflected in the M4-M5 Link Tunnels AQCCC Terms of Reference and will also be included in the Rozelle Interchange AQCCC Terms of Reference.

Accordingly, TfNSW is seeking approval from DPIE to appoint Abigail Goldberg to the Independent Chair position on the Rozelle Interchange AQCCC in accordance with CoA E2(a)(iv).

I confirm that the Terms of Reference for the Rozelle Interchange AQCCC will address the relevant requirements of CoA E2, including meeting at least four times a year or as otherwise agreed by the Chair and the Secretary, and operating for up to two years after commencement of operation, or as otherwise approved or directed by the Secretary, in consultation with the Chair.

Transport for NSW

20-44 Ennis Road, Milsons Point, 2061 NSW
W transport.nsw.gov.au | ABN 18 804 239 602



**Transport
for NSW**

Please contact Peter Morrall on 0448 072 528 or via email to peter.morrall@transport.nsw.gov.au for any queries.

Yours sincerely

A handwritten signature in black ink that reads 'T Chahal'.

Tarnjit Chahal

Project Director – Rozelle Interchange
Transport for New South Wales

Attachments

Abigail Goldberg C.V.
Abigail Goldberg Letter of Independence

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Abigail Goldberg

• ADEPT CHAIR AND NED • FOCUS ON PERFORMANCE IMPROVEMENT, GOVERNANCE AND RISK •

Abigail is a strong, strategic, well-networked **Chair** and **Non-Executive Director** (NED) with **Commissioner** and **CEO** experience across the public and private sectors and a diverse range of property and infrastructure businesses. She is a specialist in growth and business development, and expert in negotiating environmental, economic and social matters. Abigail is an acknowledged enabler of decision-making for complex matters with challenging stakeholder issues.

Abigail has the intellectual capacity to quickly review large volumes of information, pinpoint key issues and develop deep questions to uncover the root drivers of both opportunities and concerns. She is adept at simplifying matters, and communicating them to a range of audiences. Her approach is collegiate and she operates without hesitation within legislative frameworks while synthesizing differing views and opinions, proactively problem solving, thinking creatively and achieving decisions collaboratively. In summary, Abigail adds value through:

- **Strategic expertise**
- Financial acuity
- Governance and communications **clarity**
- **Stakeholder engagement**
- **Outcomes focus**
- Risk mitigation

Board Experience (current)	Chair Sydney Central City Planning Panel (SCCPP) SCCPP determines regionally significant development applications and drives economic growth and urban transformation through property and infrastructure development across the Sydney central region. <div>January 2020 – ongoing</div>
	Chair Local Planning Panels City of Sydney and City of Willoughby Local Planning Panels shape city growth and transformation through property development in key CBD locations. <div>July 2016 – ongoing</div>
	Chair Lindfield Learning Village Community Consultative Committee Stakeholder forum for a new school piloting the new education model for NSW. <div>December 2020 - ongoing</div>
	Executive Chair GoldbergBlaise Boutique consultancy driving performance improvement and strategic management across private and public sector clients, including Infrastructure Australia, Department of Premier and Cabinet, Transport for NSW, Sydney Airport, Sydney Light Rail and Sydney Metro as well as Woolworths, ING Real Estate and Goodman Property. <div>February 2004 – ongoing</div>
<i>Property, planning and critical infrastructure sectors</i>	
<i>Renewable energy sector</i>	Chair BANPU Pumped Hydro Storage Project SRG Banpu Energy aims to develop innovative, synergistic and technologically advanced energy assets that are delivered in an agile way. Initial focus is on renewable energy sources with Pumped Hydro Energy Storage being a key cornerstone and pilot project. <div>July 2021 – ongoing</div>
<i>Resources sector</i>	Chair Centennial Western Region CCC Enabler of stakeholder engagement for Centennial Coal's mines and mine infrastructure in the western region of NSW, including the Springvale and Angus Place mines and related Lidsdale coal services facilities. <div>July 2020 - ongoing</div>
<i>Transport sector</i>	Chair NorthConnex, M4_M5 Tunnel Link Air Quality CCCs Enabler of stakeholder engagement regarding air quality matters for Transurban road tunnel projects. <div>June 2017 - ongoing</div>
<i>Risk</i>	Member South Western Sydney Local Health District Member of the Audit and Risk Management Committee for the SWS Local Health District, which is characterised by rapid population growth, migrant communities and economic disadvantage. <div>August 2019 - ongoing</div>
Assurance and Education	Gateway Review Panels / Assurance NSW Assurance reviewer of business cases as well as projects in delivery for critical infrastructure. <div>August 2014 - ongoing</div>
	Educator / Mentor / Coach Guest lecturer and developer of training programs for Universities in Oxford, Johannesburg, Sydney and Copenhagen as well as professional bodies such as the Property Council Australia and PIA. Mentor for young people across a range of sectors, executive coach for key professionals. <div>February 1990 - ongoing</div>

Senior Executive and Board Experience (past)	Commissioner Independent Planning Commission (IPCN), NSW May 2012 – May 2018 IPCN is the independent determination body for major and state significant projects in NSW. Active in both Chairing Commissions and as a Commissioner participating on panels across a range of difficult and complex matters, often requiring negotiation across local communities, interest groups and corporates. A/Chair of the Commission when the Chair was on leave or conflicted.
	Chief Executive Officer Metro Transport Sydney (MTS – Monorail and Light Rail company) August 2001 – February 2004 CEO of Sydney's Monorail and Light Rail company, which was part of the listed portfolios of Australian Infrastructure Fund (AIX), Utilities Trust Australia (UTA) and Commonwealth Bank (CBA). Mandate to grow patronage and revenue, manage risk, engage stakeholders, improve corporate governance and oversee various legal cases. Revenue increased 17.5% by departure, to \$15M p/a.
	General Manager South Sydney Development Corporation (Department of Planning NSW) December 1999 – August 2001 Corporation facilitating renewal in South Sydney ('Green Square') through the <i>Growth Centres (Development Corporations) Act 1974</i> . Oversaw development and design as well as governance; financial performance and infrastructure delivery while fostering partnerships across the local community, local and agency stakeholders, and business groups.
	Assistant Director Urban Design Advisory Service (UDAS, Department of Planning NSW) October 1996 – December 1999 Together with the Director, responsible for start-up, growth and management of this commercial business unit providing consulting services within the Department of Planning and Environment.
	Non-Executive Director Reflections Holiday Park Trust, NSW July 2015 – April 2020 NED of this Board managing a portfolio of over 35 holiday park properties with revenue over \$58M. Chair of the Audit and Risk Committee , established to overhaul significant legacy compliance issues.
Property, planning and critical infrastructure sectors	Deputy Chair Cemeteries and Crematoria, NSW November 2014 – November 2018 Deputy Chair of the body governing the interment sector, worth approx. \$330M pa. Chair of the Industry Liaison Group , working with public (eg Rookwood Trust) and private groups (eg InvoCare).
	Non-Executive Director Community Housing Ltd (CHL) November 2004 – April 2007 NED leading governance overhaul and facilitating business development for this NFP group.
	Non-Executive Director Icon Water and subsidiary companies, ACT July 2017 – February 2020 NED to this water and energy Board, which also partners with AGL and Jemena for related ventures. Highly regulated company with EBIT (2017) of \$182M and shareholder return \$64M. Member of the Audit and Risk Committee , overseeing an ICT-driven business transformation program .
Water and energy sectors	Non-Executive Director Central Coast Water Corporation (CCWC) December 2011 – December 2013 NED driving the rationalisation of water services and infrastructure for the Central Coast.
Digital sector	Non-Executive Director Frontier SI, Vic and NSW July 2018 – January 2020 NED for start-up company FrontierSI focused on spatial research, digital and spatial applications.
Transport	Non-Executive Director Public Transport Authority (PTA), NSW August 2001 – February 2004 NED driving strategic approach to customer service and growth across the public transport sector.
Management and Professional Qualifications	<ul style="list-style-type: none"> • 2019: Strategic Business Innovation and Digital Transformation, Tel Aviv University / AICC • 2017, 2016 & 2013: Risk and Audit Courses, Australian Institute of Company Directors (AICD) • 2015 & 2012: Chairman's Course, AICD • 2003: MBA (Executive Program, AGSM, University of NSW, Australia) • 1993: M Urban Design (Oxford Brookes University, England, <i>distinction</i>) • 1988: BSc hons Urban and Regional Planning (Witwatersrand University, South Africa, <i>distinction</i>)
Memberships and Affiliations	Fellow , Australian Institute of Company Directors Fellow , Planning Institute Australia and Member , Royal Town Planning Institute Member , MBA / AGSM Alumni at UNSW

Declaration of Independence

Role: Independent Chair (engaged by Transurban)
Project Name: Rozelle Interchange AQCCC
Proponent: Transport for NSW
Operator: Transurban
D&C Contractor: John Holland CPB (JHCPB)
Date: 22 July 2021

I declare that:

- i. I am independent of the project design and construction personnel;
- ii. I am not related to any proponent, owner, operator or other entity involved in the delivery of the project. Such a relationship includes that of employer/employee, a business partnership, sharing a common employer, a contractual arrangement outside the project, or that of a spouse, partner, sibling, parent, or child;
- iii. I do not have any pecuniary interest in the project, proponent or related entities. Such an interest includes where there is a reasonable likelihood or expectation of financial gain (other than being reimbursed for performing the Chair role) or loss to the Independent Chair, or their spouse, partner, sibling, parent, or child;
- iv. I have not provided services (not including independent reviews) to the project, except as otherwise declared to the Department prior to taking up the role;
- v. I will not accept any inducement, commission, gift or any other benefit from project organisations, their employees or any interested party, or knowingly allow colleagues to do so;
- vi. I will ensure to exercise my own professional independence as required per previous and current roles.

Name: Abigail Goldberg

Signature:



Qualifications: M.UD (Oxford Brookes), MBA (UNSW), BSc honours (Town and Regional Planning, Wits), FAICD, FPIA

Company: GoldbergBlaise