

## MINISTERIAL INVOLVEMENT

### RE: Preferred candidate- STIC North Asia

**From:** Amy Brown  
**To:** Jenny West  
**Cc:** Tim Reardon  
**Date:** Mon, 29 Mar 2021 12:58:57 +1100

Hi Jenny

Many thanks for this update. I'd like to meet [REDACTED] although in my view this shouldn't hold up the offer process.

Kind regards

Amy

**Amy Brown | Chief Executive Officer**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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**From:** Jenny West  
**Sent:** Monday, 29 March 2021 10:49 AM  
**To:** Amy Brown  
**Cc:** Tim Reardon  
**Subject:** Preferred candidate- STIC North Asia

Amy and Tim,

Just wanted to keep you both across this in terms of the STIC for North Asia.

Tim – [REDACTED] that you were on the panel interview for has now been seen by the Treasurer and Deputy Premier – both are happy with him and ready to go ahead.

Amy – can you please let me know if you want to meet with him as well.

Recommendations in terms of next steps

#### Status of Tokyo Office

- We are currently getting advice in regards to Office Location and Entity Establishment in Tokyo – it may take 10 – 12 weeks to get this finalised (awaiting confirmation today)
- We are looking at an Office in the central business district and will then move staff from Austrade into our own stand-alone office (already liaising with Destination NSW etc about this)
- [REDACTED]

#### Short Term

- If you are happy with the preferred candidate I would recommend the following:
  1. We finalise the Offer and bring him on-board

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## MINISTERIAL INVOLVEMENT

2. Arrange for him to work onshore and have an onshore induction (whilst the Tokyo Office / Visas / Logistics) etc get sorted

### The Onshore Induction

- Meeting with Key Japanese CEOs / Stakeholders onshore
- Meeting with JETRO / JCCI and Japanese Consul General
- Meet with key NSW Government Stakeholders across "Investment NSW" to get clear team alignment from the beginning
- Work on the Japan / Korea market strategy and plan
- Recruit for the new roles offshore so everything is in place prior to going

Can you please let me know what you would like to do

Many Thanks

Jenny

**From:** Kristy Manton

**Sent:** Tuesday, 9 February 2021 2:37 PM

**To:** Zalie Harrison

**Cc:** Simon Anderson

; Tamara Desmond

[v.au>](#); Jenny West

**Subject:** Preferred candidate- STIC North Asia

Hi Zalie

As requested, please find attached the following documents regarding [REDACTED] preferred candidate for the STIC North Asia role:

1. Cover letter
2. CV
3. NGS candidate profile
4. Reference checks (there are 4 within the attachment)

I have requested the interview notes from Marianne and will forward those as soon as we have received them.

Simon Anderson is now leading the International Network roll out, and going forward will be the primary contact for these roles. You can of course always contact me if Simon is unavailable 😊

Please let me know if there is an additional information you require.

Kristy



Treasury

### Kristy Manton | HR Business Partner

Human Resources

52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001

**M:**

**E:**

| [Treasury.nsw.gov.au](mailto:Treasury.nsw.gov.au)

### Courier deliveries to:

NSW Treasury, c/- Decipha Pty Ltd  
Unit 2, 38-44 Doody Street, Alexandria NSW 2015

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# MINISTERIAL INVOLVEMENT



INV.001.001.0245

## MINISTERIAL INVOLVEMENT

Re: OFFSHORE RECRUITMENT - Approval Required for "TA21/685 - For Approval 'Offshore Recruitment Partner for Global NSW - 2021' - 18-03-2021 15:19:00"

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From: Jenny West  
To: Amy Brown ; Kylie Bell  
Date: Mon, 29 Mar 2021 12:55:32 +1100

---

Thanks so much - I will ensure this approval is loaded into Objective

Kylie - see below - good to go

Thanks Jenny

Get Outlook for iOS

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From: Amy Brown  
Sent: Monday, March 29, 2021 12:29:34 PM  
To: Jenny West  
Subject: RE: OFFSHORE RECRUITMENT - Approval Required for "TA21/685 - For Approval 'Offshore Recruitment Partner for Global NSW - 2021' - 18-03-2021 15:19:00"

Approved – thanks Jenny.

Amy Brown | Chief Executive Officer  
Investment NSW  
52 Martin Place, Svdnev NSW 2000  
M: | [investment.nsw.gov.au](http://investment.nsw.gov.au)



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From: Jenny West  
Sent: Monday, 29 March 2021 10:40 AM  
To: Amy Brown  
Subject: OFFSHORE RECRUITMENT - Approval Required for "TA21/685 - For Approval 'Offshore Recruitment Partner for Global NSW - 2021' - 18-03-2021 15:19:00"

Amy

We have a Headhunter – NGS Global running our Senior Trade & Investment Commissioner roles offshore – Tokyo candidate been given the go-ahead by Treasurer and DP today.

For other roles we are looking at getting Michael Page to be our global recruiter (for the next level down) given their extensive network globally

Attached is a brief for you to review – we are looking to recruit approximately 20 roles – total cost around \$480,000.

Can you please let me know if you are happy for me to progress – I just want to make sure you are fully across things as they evolve.

Thanks Jenny

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## MINISTERIAL INVOLVEMENT

### [Confidential] Seeking a meeting/endorsement for UK Agent General candidate

**From:** Tim Bayl  
**To:** Jenny West  
**Cc:** Evelina Polura  
**Date:** Wed, 12 May 2021 16:57:42 +1000

Hi Jenny,

As discussed, below is draft email content to send to the DPO and TO re the AG candidate.  
Suggest you remove the Tsr and DP respectively when you send.  
Note I have included the candidate's name here.

As you know, Investment NSW is establishing six global "hub" offices headed by new Senior Trade & Investment Commissioners (STICs) across key regions and an Agent General (AG) to the UK, under the Global NSW strategy.

The role of Agent General to the UK and Senior Trade and Investment Commissioner for Europe and Israel will be NSW's most senior representative overseas. They will lead in-market trade and investment activities across their region on behalf of NSW, and represent the NSW Government. The AG will head the London hub office – with spoke offices across Europe – with the aim of generating a larger and more targeted pipeline of foreign investment and better supporting NSW exporters to reach markets in the UK, Europe and Israel.

We are seeking to arrange for the **Treasurer and Deputy Premier to meet the preferred candidate** for the AG role – [REDACTED] – **and provide their endorsement of the candidate's appointment.**

With the Premier's, Treasurer's and Deputy Premier's endorsement we will then seek Cabinet endorsement to appoint the candidate.

Regards,  
Tim

**Tim Bayl | Executive Officer**

Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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## MINISTERIAL INVOLVEMENT

**Cc:** Deputy Secretary of Trade  
**Subject:** RE: AG London - Candidate Endorsement

Hi Charis,

I hope this finds you well and you are looking forward to the long weekend.

I am getting in touch to schedule a meeting for the Treasurer to meet the AG London candidate, Mr Stephen Cartwright. Dependent on the Treasurer's availability, we will seek to include Jenny West and/or Amy Brown in the meeting. Ideally this would be next week and if not, the week after (week commencing 21 June).

Can you please send through some date selections when possible?

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**

Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

| [investmentnsw.gov.au](http://investmentnsw.gov.au)



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**From:** Charis Ombico

**Sent:** Tuesday, 25 May 2021 7:46 PM

**To:** Jenny West

**Cc:** Amy Brown

Tim Bayl

; Bran Black (Contact)

**Subject:** RE: AG London - Candidate Endorsement

Hi Jenny

The Treasurer has the following diary availability:

**Date/Time:** Tue 01/06 @ 11.45am (20-30mins)

OR

**Date/Time:** Thu 03/06 @ 11.15am (20-30mins)

**Location:** Level 16, 52MP, Treasurer's office

Hopefully one of these options may be suitable.

Many thanks  
Charis

**Charis Ombico**

Executive Assistant

**Office of the Hon Dominic Perrottet MP**

Treasurer

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52 Martin Place, Sydney NSW 2000

INV.001.003.3184

## MINISTERIAL INVOLVEMENT

E charis.ombico@treasurer.nsw.gov.au



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**From:** Bran Black  
**Sent:** Thursday, 13 May 2021 5:03 PM  
**To:** 'Jenny West'  
**Cc:** Amy Brown ; Tim Bayl ; Charis Ombico  
**Subject:** RE: AG London - Candidate Endorsement

Thanks, Jenny.  
We'll come back to you asap.  
Best,  
Bran

**From:** Jenny West  
**Sent:** Thursday, 13 May 2021 5:01 PM  
**To:** Bran Black  
**Cc:** Amy Brown ; Tim Bayl  
**Subject:** AG London - Candidate Endorsement

Bran

As you know, Investment NSW is establishing six global "hub" offices headed by new Senior Trade & Investment Commissioners (STICs) across key regions and an Agent General (AG) to the UK, under the Global NSW strategy.

The role of Agent General to the UK and Senior Trade and Investment Commissioner for Europe and Israel will be NSW's most senior representative overseas. They will lead in-market trade and investment activities across their region on behalf of NSW, and represent the NSW Government. The AG will head the London hub office – with spoke offices across Europe – with the aim of generating a larger and more targeted pipeline of foreign investment and better supporting NSW exporters to reach markets in the UK, Europe and Israel.

We are seeking to arrange for the Treasurer and Deputy Premier to meet the preferred candidate for the AG role – [REDACTED] – and provide their endorsement of the candidate's appointment. With the Premier's, Treasurer's and Deputy Premier's endorsement we will then seek Cabinet endorsement to appoint the candidate.

Can you please let us know if the Treasurer would like to meet with the candidate.

Thanks Jenny

Jenny West | Deputy Secretary Trade & International  
Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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## MINISTERIAL INVOLVEMENT

**Leah Lambert | Executive Assistant to Jenny West**

Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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**From:** Charis Ombico  
**Sent:** Friday, 11 June 2021 5:04 PM  
**To:** Leah Lambert  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: AG London - Candidate Endorsement

Hi Leah

Thanks for your email.

Let me check regarding your proposed timing. Diary-wise I don't think it will be possible given the Treasurer is in the midst of his Budget Preparations next week. And the week commencing, 21/06 is Budget week and a parliamentary sitting week.

It may need to be a date from wk beg 28/06 or wk beg 05/07.

I'll clarify and come back to you.

Many thanks  
Charis

**Charis Ombico**

Executive Assistant  
**Office of the Hon Dominic Perrottet MP**  
Treasurer

52 Martin Place, Sydney NSW 2000



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**From:** Leah Lambert  
**Sent:** Friday, 11 June 2021 4:52 PM  
**To:** Charis Ombico

INV.001.003.3183



## MINISTERIAL INVOLVEMENT

### Re: Summary of DPO/Investment NSW fortnightly meeting

From: Jenny West  
To: Tim Bayl  
Date: Mon, 24 May 2021 15:56:57 +1000

Thanks for the notes and follow up - very helpful

Get Outlook for iOS

From: Tim Bayl  
Sent: Monday, May 24, 2021 2:25:35 PM  
To: Joseph Brayford (Contact)  
Cc: Eamon Waterford

; Jenny West  
; Stewart Webster  
; Ian Smith

; Alexandra Engel

Kylie Bell  
Sarah Timbrell

Rebecca Fox

Chris Hanger

Subject: Summary of DPO/Investment NSW fortnightly meeting

Hi Joseph,

Please find below a summary of our fortnightly meeting between the DPO and Investment NSW last week.

#### DPO/Investment NSW fortnightly meeting – 19 May 2021

Trade: Jenny West, Kylie Bell, Tim Bayl

Industry Strategy: Stewart Webster

Regional NSW: Ian Smith, Louise McMeeking, Rebecca Fox

#### Expo 2020 in Dubai (October 2021 to March 2022)

- DPO has asked Trade to look at options for a pre-Expo build-up food and bev event, possibly connected to an onshore trade mission and a local event, in consultation with Regional NSW and Destination NSW.
- Destination NSW have provided some possible events between June and September.
- Regional NSW indicated the next trade mission is slated for the New England and North West region, and would include the Moree SAP and showcase the plant-based protein industry.
- Although not scheduled till November, the trade mission could be brought forward to October or even earlier, as long as 3 months are allowed to plan it.
- There's an opportunity for NSW to really lead the plant-based protein industry, including at Expo. NSW has the only Modern Manufacturing Initiative (MMI) bid for plant-based protein. Ian Smith confirmed he would brief the DPO on the MMI next week.
- [ACTION] Trade will review options with Regional NSW and come back to the DPO with a proposal.
- DPO confirmed that November would focus on the Joint-Economic Meeting (JEM) with Guangdong.

#### Carry-forwards for Trade and Industry

- [ACTION] Trade to confirm with the COO and confirm status of carry forwards to DPO

#### Budget media

- Media Release to focus on achievements, appointments in Vietnam, Indonesia and Singapore, Going Global success and Export Grants. Possible op-ed on supporting exporters to access ASEAN markets.
- [ACTION] Industry Strategy to provide info on who helped and how.

#### TIAC letters

- Letters to the confirmed TIAC members will go from Amy.

#### Agent General (London) and STIC (Tokyo) roles

- The Treasurer and Amy are scheduled to meet with the AG candidate.
- Jenny and Amy are meeting with the AG candidate on Tuesday 25 May.

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- Amy may also meet with the previous preferred AG candidate.
- Tokyo STIC candidate has been endorsed by the Premier and is on track for 7 June Cabinet.

### International Network Rollout

- [ACTION] Trade will brief the DPO on the rationale for minor changes to locations based on metro precincts, special activation precincts, and post-COVID economic conditions.
- Trade will put a brief to the DPC Secretary to confirm the minor changes proposed for the expanded international network, following Jenny's presentation to the DPC Senior Executive.
- These adjustments to locations within regions are based on advice from Regional NSW and Destination NSW, Austrade and key chambers of commerce.

### International students

- [ACTION] DPO has requested a stripped-down one-pager on the pending announcement be fact-checked, approved and returned – (the documentation Trade prepared was very detailed).

Regards,  
Tim

### Tim Bayl | Executive Officer

Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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## MINISTERIAL INVOLVEMENT

### RE: For Treasurer approval by 2 July - TA21 1395 - Treasurer Brief - Endorsement of Agent-General to the UK and STIC for EU and Israel

**From:** Honor McLennan

**To:** Tim Bayl

**Cc:** Jenny West

: Deputy Secretary of Trade  
Evelina Polura

dana.young

**Date:** Fri, 25 Jun 2021 14:59:26 +1000

Hi Tim,

Thank you for sending this through. My colleague Dana is leading on briefs so I have copied her in, she also received this from Ministerial Services and is managing the signing process.

Kind regards,

Honor

**From:** Tim Bayl

**Sent:** Friday, 25 June 2021 12:20 PM

**To:** Honor McLennan

**Cc:** Jenny West

: Deputy Secretary of Trade

Evelina Polura

**Subject:** For Treasurer approval by 2 July - TA21 1395 - Treasurer Brief - Endorsement of Agent-General to the UK and STIC for EU and Israel

**Importance:** High

Honor,

**Please find attached for the Treasurer's approval the brief to endorse the AG candidate by 2 July, in order to meet the 12pm Monday 5 July eCabinet deadline.**

I am providing directly via email due to urgency but also as our Objective workflows will freeze at 7pm tonight (as ex-Treasury now-Investment NSW staff) and I am trying to avoid this getting caught up in that. Please give me a call if any queries.

This brief mirrors the Premier brief on the same topic. For context, the CEO of Investment NSW and Secretary of DPC approved the Premier brief (TA21/1064 in Tsy, A4995936 in DPC) – this is shown in the email attachment "Fwd: A4995936..."

**Issue:** Endorsement of Agent-General to the UK and Senior Trade and Investment Commissioner for EU & Israel

**Final action required:** Treasurer to endorse the candidate.

**Attachments:**

- TA21 1395 - Treasurer Brief - Endorsement of Agent-General to the UK and STIC for EU and Israel
- TA21 1395 - Attachment A - Cabinet Appointment Form - AG in London
- TA21 1395 - Attachment B - [REDACTED] CV
- TA21 1395 - Attachment C - AgentGenUK [REDACTED] CandidateReport
- TA21 1395 - Attachment D - AgentGenUK [REDACTED] RefReport
- TA21 1395 - Attachment E - AgentGeneral\_UKEurIsrael\_FinalShortlistRep

**Date for Lisa's action:** Noon Friday 2 July 2021, so that we can upload to eCabinet COB Friday and DPO can 'click-through' by 10am Monday 5 July.

**Comments:** DP approval is required by Friday 2 July for Cabinet consideration on Monday 19 July  
Delays to the appointment risk losing the candidate and further delaying NSW's international expansion.  
This appointment does not require a SOORT determination as the remuneration is within PSSE Bands.

**Final approver in Trade:** Jenny West, Dep Sec.

Kristy Manton (A/Director People & Culture in Investment NSW) for HR, and Fiona Walmsley (Deputy GC in Treasury) and Chris Carr (GC in Investment NSW) for legal have reviewed and approved.

Regards,

INV.001.003.8338



## MINISTERIAL INVOLVEMENT

### RE: REVIEW: Premier Briefing - Appointment of Senior Trade and Investment Commissioner July 2021

**From:** Amy Brown  
**To:** Alexandra Engel  
**Date:** Sun, 25 Jul 2021 12:30:03 +1000  
**Attachments:** AXXXXXX Premier Briefing - Appointment of Senior Trade and Investment Commissioner July 2021\_AB comments.docx (55.6 kB)

Here you go. Thanks so much for preparing. Jim B strongly recommends that the recruitment reports fully signed by each panel member (even if it's 'subject to referee checks and psychometric testing') be completed before this brief is sent up to the Ministers, in anticipation of them messing with due process.... (Realise that might delay this brief going up slightly). Could you please liaise with Kristy/Marianne on that?

Amy Brown | Chief Executive Officer  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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**From:** Alexandra Engel  
**Sent:** Friday, 23 July 2021 4:50 PM  
**To:** Amy Brown  
**Subject:** REVIEW: Premier Briefing - Appointment of Senior Trade and Investment Commissioner July 2021

Hi Amy,

Sorry this took awhile to get to you – see attached STIC brief for the Premier.

Please confirm if Mike was involved in any of the interview panels (his name currently in red). Sorry if I've got any other details wrong – I've pieced things together from as many sources as I could find. Alicia is putting all the files together for me (CVs and panel reports), that I'll attach to the workflow when I send through.

I'll now prepare drafts for Treasurer, DP, Ayres, Tim and Mike in their templates – but will await your final approval of the attached content before inserting everything into workflow.

Alex

Alex Engel-Mallon | Chief of Staff  
Office of the Chief Executive, Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.004.7382



## MINISTERIAL INVOLVEMENT

### Re: Senior Trade & Investment Commissioners - Recruitment Report - 3 of 3

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**From:** Marianne Broadbent  
**To:** Alicia Kemp  
**Cc:** Lynne Clements  
**Date:** Mon, 26 Jul 2021 14:05:13 +1000  
**Attachments:** Selection Panel Report- STIC\_Americas\_2107\_Draft1.xlsx (71.28 kB)

---

Alicia, attached now is the Selection Report for Americas. Again if you can get Amy to review and sign please. And then either do the same with Jim Betts and Warwick Smith or send us back the Report signed by Amy and we will do the rest.

Thanks much. Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Marianne Broadbent  
**Date:** Monday, 26 July 2021 at 1:41 pm  
**To:** Alicia Kemp  
**Cc:** Lynne Clements  
**Subject:** Re: Senior Trade & Investment Commissioners - Recruitment Report

Alicia, THought we had already sent those reports for India/ Middle East and for ASEAN/Singapore to Amy to review, and will shortly also provide the Americas one. Best if Amy checks them first please before going to the other Panel members. Happy then once checked by Amy for you to then send directly to Tim Reardon and Warwick Smith. If you need us to this after Amy approves, let's know.

Thanks Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Alicia Kemp  
**Date:** Monday, 26 July 2021 at 1:25 pm  
**To:** Marianne Broadbent  
**Cc:** Lynne Clements  
**Subject:** Senior Trade & Investment Commissioners - Recruitment Report

INV.001.004.7519

## MINISTERIAL INVOLVEMENT

Hi Marianne,

We are currently preparing the briefs for the Premier and Ministers regarding the appointment of Senior Trade and Investment Commissioners.

**Amy has requested a recruitment report (Panel debrief/recommendations etc) for each position be prepared and fully signed by each panel member.**

Would you please assist in preparing the reports as urgency so we can have these signed off by each panel member and attached to our briefs.

Kind regards,  
Alicia

**Alicia Kemp | Executive Assistant to Chief Executive Officer**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.004.7520

# MINISTERIAL INVOLVEMENT

## RE: STIC Panel - Approval/Signature required

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**From:** Leanne Stacey  
**To:** Alicia Kemp  
**Date:** Tue, 03 Aug 2021 14:32:06 +1000  
**Attachments:** Selection Panel Report- STIC\_Americas\_2107 - SIGNED VERSION.pdf (271.14 kB)

---

Please see attached –

Kind regards

Leanne

Leanne Stacey  
Executive Assistant to Secretary Jim Betts

Office of the Secretary | Department of Planning, Industry and Environment

4 Parramatta Square, 12 Darcy St, Parramatta, NSW 2150.

---

**From:** Alicia Kemp  
**Sent:** Tuesday, 3 August 2021 2:25 PM  
**To:** Leanne Stacey  
**Subject:** FW: STIC Panel - Approval/Signature required  
**Importance:** High

Hi Leanne,

Just wanted to confirm when we might receive an approved/signed copy of the panel selection report.

**We need to include this with our brief to the DPO and across ASAP.**

Many thanks,  
Alicia

**Alicia Kemp | Executive Assistant to Chief Executive Officer**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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**From:** Alicia Kemp  
**Sent:** Monday, 2 August 2021 12:43 PM  
**To:** Leanne Stacey  
**Subject:** STIC Panel - Approval/Signature required  
**Importance:** High

**CONFIDENTIAL**

Hi Leanne,

INV.001.005.0481

## MINISTERIAL INVOLVEMENT

Hope you are well and had a nice weekend.

Attached is the STIC Americas Selection Panel Report which required approval/signing – could you please arrange for Jim to approve/sign.

Amy would like to arrange for the DPO to have a copy today if possible.

Thanks,  
Alicia

**Alicia Kemp | Executive Assistant to Chief Executive Officer**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.005.0482



## CABINET APPROVAL

; John Blighe

**Cc:** Ella Ambarchi

Tim Bayl

**Subject:** RE: Tokyo STIC confirmation process

Oops – copying in Tim as well.

**From:** Kylie Bell

**Sent:** Thursday, 1 April 2021 1:23 PM

**To:** Tom Stobo

Ashley White

; Evelina Polura

; John Blighe

**Cc:** Ella Ambarchi

**Subject:** RE: Tokyo STIC confirmation process

Hi Tom

**Confirming that all STIC positions need to go via Premier, Treasurer and DP.**

If you could please work with Ash and Evelina to prepare an email from Jenny to Amy will a quick one page brief on role and the proposed candidate to support the meeting request with the Premier, we can get that off ASAP. Just off phone from Jenny and she is aware this needs to happen. Amy is on leave next week. HR/ Mike's office are no longer leading on setting up the appointments and Jenny will need to manage (Tim also copying you for this purpose).

**Copying in John so he can do the same for the London AG – appointments are still required with DP, Treasurer and Premier for this one.**

At the same time Evelina, could you please liaise with Tamara – I understand there is a standard one page cabinet template for HR decisions. If we can get this completed as well for both candidates next week we will be good to go with cabinet approvals as soon as interviews are completed.

Hope this makes sense but lets try and get these emails out by next Tuesday at the latest. Ash could you please assist Tom and John (with Evelina) so that the timing doesn't slip.

Thanks

Kylie

**From:** Tom Stobo

**Sent:** Thursday, 1 April 2021 11:39 AM

**To:** Kylie Bell

**Cc:** Ella Ambarchi

**Subject:** Tokyo STIC confirmation process

**Hi Kylie,**

**I just wanted to confirm that the Tokyo STIC is required to be approved by the Premier prior to Cabinet approval? If so, do you have any visibility as to when the candidate will be meeting with the Premier/who will be setting up that meeting?**

Regards,

Tom

Tom Stobo | Associate, Global Operations | Trade  
52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001

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INV.001.001.2738

# CABINET APPROVAL

## RE: Tokyo STIC confirmation process

**From:** Evelina Polura  
**To:** Kylie Bell  
**Cc:** Tim Bayl Ashley White  
**Date:** Tue, 06 Apr 2021 16:15:43 +1000  
**Attachments:** NGS\_NSWTreasury\_STIC\_NthAsia\_NewmanM.zip (839.16 kB)

Kylie, please see the draft about the Tokyo STIC that you requested for Jenny to send to Amy for her approval and to ensure she is across the process and current status. As this includes the details of the preferred candidate and other candidates and it's a confidential process, I have kept the distribution list to a minimum but the others on your original email are aware that I am sending it to you and the wording and broad content, in fact John and Tom created the draft.

### Background:

For the Global NSW hub office in Tokyo, we are recruiting for the role of **Senior Trade and Investment Commissioner (STIC), North Asia**. The STIC will be the senior representative for the NSW Government in Japan, and lead in-market trade and investment activities. The Tokyo hub office will have a spoke office in Seoul. An expanded and more senior offshore presence will generate a larger and more targeted pipeline of foreign and better support NSW exporters to reach the Japanese and Korean markets.

All STICs have a structured approval protocol prior to employment. The preferred candidate meets with the Treasurer, Deputy Premier and Premier. If endorsed by all three, a Cabinet appointment form is prepared and added as a Cabinet agenda item. Once endorsed by Cabinet, a contract can be offered to the candidate for negotiation. *Following this a brief with finalised employment contract will be sent to Tim Reardon for approval and his signing of the contract.*

### Current State:

The preferred candidate, [REDACTED] has been interviewed by the recruitment panel (Mike Pratt, Tim Reardon, Warwick Smith, Jenny West) on 2<sup>nd</sup> February 2021 and then met and has been endorsed by The Treasurer and the Deputy Premier. Next step is a meeting with the Premier which is currently being arranged to occur as soon as possible.

[REDACTED] has been recruited by NGS Global, engaged by Treasury for executive search for the five Senior Trade and Investment Commissioners and the Agent General roles. His CV, cover letter and candidate report are attached here, as well as a shortlist report from NGS Global which includes details of the two other shortlisted and three other interviewed candidates.

The candidate is an Australian citizen who is currently residing in Australia and will need to relocate to Tokyo. However he has a Japanese spouse and hence is entitled to work rights through a spousal visa, but we believe it will be required to apply for an employer work permit at some stage.

**Evelina Polura | HR Business Partner**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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**From:** Kylie Bell  
**Sent:** Thursday, 1 April 2021 1:23 PM  
**To:** Tom Stobo

Ashley White

Evelina Polura

INV.001.001.2737



## CABINET APPROVAL

RE: Meeting with [REDACTED]

**From:** Tim Bayl  
**To:** Alicia Kemp ; Alexandra Engel  
**Cc:** Deputy Secretary of Trade Evelina Polura  
**Date:** Tue, 06 Apr 2021 16:22:08 +1000

Hi Alicia,

I can confirm the preferred candidate has met with the DP and Treasurer.

The next step is for him to meet with the Premier. Once that has happened we need to seek Cabinet endorsement for his appointment before we can offer employment.

I understand Amy is happy to meet him whenever she can, separately to this process.

Regarding the candidate meeting the Premier, are you able to advise please how we might make this happen? If you have an appropriate contact in the PO or can introduce us to the relevant person (Sandy Armstrong?) to help arrange the meeting that would be very helpful.

Regards,  
Tim

**Tim Bayl | Executive Officer**

Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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**From:** Alicia Kemp  
**Sent:** Tuesday, 6 April 2021 11:28 AM  
**To:** Tim Bayl ; Alexandra Engel  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: Meeting with [REDACTED]

Hi Tim,

Can you please confirm if contact has been made regarding [REDACTED] NGS Global are following up on a meeting between Amy and [REDACTED] so wanting to confirm where we landed before going back to them on a meeting.

Thanks,  
Alicia

**Alicia Kemp | Executive Assistant to Chief Executive Officer**

Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.001.2774

# CABINET APPROVAL

## RE: AG approval for London (Important)

**From:** Kristy Manton  
**To:** Evelina Polura  
**Date:** Fri, 18 Jun 2021 16:25:42 +1000

Thanks E. Do we still need to call NGS re-

**From:** Evelina Polura  
**Sent:** Friday, 18 June 2021 4:23 PM  
**To:** Jenny West  
**Cc:** Kristy Manton ; Tim Bayl  
**Subject:** RE: AG approval for London (Important)

No problem Jenny, have set aside time on Monday (and will do so for Tuesday also just in case) to prepare both the Tokyo STIC and AG contracts.

**Evelina Polura | HR Business Partner**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

[investment.nsw.gov.au](http://investment.nsw.gov.au)



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**From:** Jenny West  
**Sent:** Friday, 18 June 2021 1:31 PM  
**To:** Evelina Polura  
**Cc:** Kristy Manton ; Tim Bayl  
marianne.broadbent  
**Subject:** AG approval for London (Important)  
**Importance:** High

Evelina

As discussed can you please get a DRAFT CONTRACT for next week.

Please let me know if there are any issues from your end

Thanks Jenny

**From:** Jenny West  
**Sent:** Friday, 18 June 2021 1:29 PM  
**To:** Michael Pratt ; Amy Brown  
Joseph Brayford (Contact)  
**Cc:** Evelina Polura ; Tim Bayl ; Kristy Manton

**Subject:** AG approval for London (Important)  
**Importance:** High

Mike, Amy, Joseph and Armine

I am writing to you with a request in terms of urgent approval.

INV.001.003.5380



## CABINET APPROVAL

The AG role for London as you are aware has been taking a long time to on-board due to all the approvals.

**We need to get sign-off as soon as possible from the Treasurer, DP and Premier ASAP so we can go to Cabinet on the 5<sup>th</sup> July**

Tim and Evelina are pushing this through currently.

I would greatly appreciate it if you can approve as soon as you receive it and reach out if you have any concerns.

Many Thanks

Jenny

**Jenny West** | Deputy Secretary Trade & International  
Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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INV.001.003.5381

## CABINET APPROVAL

[No Subject]

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From: Evelina Polura  
To: Fiona Walmsley  
Date: Thu, 24 Jun 2021 12:34:52 +1000

---

All AG and STIC level appointments need to have Cabinet approval, this was agreed when the global expansion strategy was first approved I believe.

INV.001.003.6942

# WEST APPOINTMENT

## Update on offshore roles and recruitment timeframes

**From:** Tim Bayl  
**To:** Jenny West  
**Cc:** Evelina Polura  
**Date:** Wed, 12 May 2021 12:44:15 +1000

Hi Jenny,

Joseph asked for this in the DPO fortnightly meeting last week.  
Are you happy for me to provide him the below and copy you and Amy?

Role	Status	Expected Start Date
STIC North Asia (Tokyo)	<ul style="list-style-type: none"><li>• Candidate selected.</li><li>• Candidate endorsed by DP and Treasurer.</li><li>• <b>Premier endorsement is being sought prior to Cabinet consideration on 7 June.</b></li></ul>	June/July 2021
AG UK/STIC EU & Israel (London)	<ul style="list-style-type: none"><li>• Candidate selected.</li><li>• Remuneration being finalised.</li><li>• <b>Premier, DP and Treasurer endorsement to be sought.</b></li></ul>	July/August 2021
Director Americas (San Francisco); Director India (Mumbai)	<ul style="list-style-type: none"><li>• Second interviews complete.</li><li>• Preferred candidates' final interviews with Dep Sec 12/5.</li></ul>	June/July 2021 June/July 2021
Associate Director Int'l Ed (Jakarta)	<ul style="list-style-type: none"><li>• First interviews complete.</li><li>• Second interviews scheduled.</li></ul>	June 2021
Director ASEAN (Jakarta)	<ul style="list-style-type: none"><li>• Shortlisting complete.</li><li>• First interviews complete 12/5.</li></ul>	June/July 2021
STIC Americas (New York); STIC India & Middle East (Mumbai); STIC ASEAN (Singapore)	<ul style="list-style-type: none"><li>• <b>Advertised on 2/4.</b></li><li>• <b>Applications closed.</b></li><li>• Shortlisting report due 13/5.</li><li>• Interviews planned for 25-28/5 (with Warwick, Jenny, Tim, Mike).</li><li>• Premier, DP and Treasurer endorsement to be sought in June.</li></ul>	August/September 2021

Regards,  
Tim

**Tim Bayl | Executive Officer**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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INV.001.002.0821



## WEST APPOINTMENT

### Re: STIC Americas - Confidential Shortlisting Documentation

**From:** Amy Brown  
**To:** Michael Pratt ; Tim Reardon  
**Cc:** Zalie Harrison  
**Date:** Tue, 18 May 2021 16:33:24 +1000

Thank you so much Mike - that's extremely helpful from my perspective.

Amy Brown  
Chief Executive Officer  
Investment NSW

---

**From:** Michael Pratt  
**Sent:** Tuesday, May 18, 2021 4:02:36 PM  
**To:** Tim Reardon ; Amy Brown  
**Cc:** Zalie Harrison  
**Subject:** FW: STIC Americas - Confidential Shortlisting Documentation

Tim and Amy,

A couple of matters re these posts.

Firstly re Americas would rate [REDACTED] and [REDACTED] as highest on the panel. Both have international exposure, [REDACTED] particularly relevant with his in depth NY and markets exposure.

[REDACTED] did very well at AIIA but lacks the depth of exposure in international markets.

[REDACTED] way too narrow and lacks serious commercial experience.

I'm happy to stay engaged in the 3 posts I have been involved in to date until we finalise - London, Tokyo and NY. Happy to step out after that for the other appointments or stay in whatever works at your end.

Cheers Mike

Michael Pratt AM | Secretary

52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001



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**From:** Marianne Broadbent  
**Sent:** Monday, 17 May 2021 2:42 PM  
**To:** Amy Brown ; Michael Pratt  
**Cc:** Mark Lelliott ; Lynne Clements ; Andrew Broadbent  
**Subject:** Re: STIC Americas - Confidential Shortlisting Documentation

Amy and Mike

INV.001.002.2568

# WEST APPOINTMENT

## RE: STIC Roles - Shortlisting and Panel Interviews

**From:** Leah Lambert  
**To:** Lynne Clements  
**Cc:** marianne.broadbent  
Deputy Secretary of Trade  
**Date:** Tue, 01 Jun 2021 10:45:19 +1000

Alicia Kemp

Hi Lynne,

Thank you for your email.

To move forward with the Americas role, Mike Pratt has indicated that he would like to join this panel only and I was advised by his office that he had limited availability in June due to budget preparations and would be seeking a date in July for interviews. I will reach out to his office today to confirm his availability for joining an earlier panel in June.

Confirming that Mike is not available for any of the dates provided, which would mean that these dates below would not work if Singapore and Americas are required to be on the same day. This may require Mike to not join the panel for any interviews, due to urgent timing for Americas and I will clarify this asap. Jenny is not joining the panel for the Americas role and Mike would join instead.

For the hold on 2 July – can you please confirm this provides enough time for the interviews of 4 candidates for India/Middle East?

Shortlisting – Amy and Jenny had a recent shortlisting meeting however, I was requested to arrange an additional shortlisting meeting to include Amy, Jenny, Warwick and Tim. Can you please clarify if a shortlisting meeting goes ahead without Warwick, can one of the panel brief Warwick separately alone? I was of the understanding that it was required to be a panel discussion with each panel member present. Please let me know as soon as possible on this point as 4 June is not being held in any diaries now, just the two dates below.

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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**From:** Lynne Clements  
**Sent:** Monday, 31 May 2021 2:55 PM  
**To:** Leah Lambert  
**Cc:** marianne.broadbent  
Secretary of Trade  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews

: Alicia Kemp

Deputy

Hi Leah,

Thanks for your email. Given there are a number of points you've raised here, I've responded to each individually in red noted below against each point.

INV.001.002.7715



## WEST APPOINTMENT

I hope this assists with clarifying our understanding on the current status. I've also copied in Alicia, so we're all in the loop with the same understanding.

Kind regards  
Lynne

**From:** Leah Lambert  
**Sent:** Monday, 31 May 2021 11:47 AM  
**To:** Lynne Clements  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews

Hi Lynne,

We now have the below dates held in the panel's diary – Tim Reardon, Warwick Smith, Amy Brown and Jenny West for two of the panel interviews: STIC Singapore/ASEAN and STIC India/Middle East.

Friday 25 June between 8:30am – 2.30pm: **Expect 4 candidates for Americas,** 3 for Singapore/ASEAN. Can just fit in on this date. **Im Americas early on.**  
Friday 2 July between 10.00am – 12.30pm Expect 4 candidates for India/Middle East

Can you please confirm the timings – ie. we may be able to fit both panels on the one day: 25 June or is there sufficient time on 2 July to do one of the panels and the other panel on 25 June. We would also ask you to confirm if these timings correlate to the timezone where the candidates are located. Dates are held currently, but it would be ideal to confirm timings so that we can circulate a diary invite to the panel.

**TIMING:** STIC India shortlist candidates (*pending final s/l confirmation of names?*) 1 candidate in India, 1 candidate in UAE other candidates AUS based).  
Given UAE -6 hours; and India is -4.30. Therefore while afternoon meetings AEST are more desirable for these candidates, due to candidate 'crossover' Americas and Singapore need to be done on the same day and the last two candidates would be from India then UAE.

For the shortlisting meeting for the two roles noted above, we still require an earlier date as none of the earlier dates from Tim's office aligned with Warwick's availability. I have gone back to Tim's office to find an earlier date for the shortlisting meeting. Our understanding was that if Warwick could not be there at the same time, the Shortlist would be discussed with him separately. Please confirm that 4/6 for shortlisting can proceed.

**For the STIC Americas role, as Mike had previously mentioned that he has limited availability in June we are seeking a July date for this panel. It would also require another shortlisting meeting for Mike to join and Jenny to drop off. Amy's assistant mentioned that the Americas role may be more urgent than July – can you please confirm if July interviews for STIC Americas is an appropriate timeline? Americas must be done as soon as possible, and we were not sure if Jenny is going to be on the Panels.**

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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INV.001.002.7716



## WEST APPOINTMENT

**From:** Lynne Clements  
**Sent:** Friday, 28 May 2021 2:32 PM  
**To:** Leah Lambert  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews

Hi Leah,

Thanks for this information. I will put holds into Marianne's calendar for these dates.  
Yes I was aware Jenny would not be on the Panel for the Americas interview – understand you'll come back with dates for this one.

Thanks for the update.

Kind regards  
Lynne

Lynne Clements  
EXECUTIVE OFFICER  
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**From:** Leah Lambert  
**Sent:** Friday, 28 May 2021 2:27 PM  
**To:** Lynne Clements  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews

Hi Lynne,

I hope this finds you well.

I am getting in touch regarding dates for shortlisting and interviews for the STIC roles. At this stage, we now have the below dates and times held with Tim Reardon, Amy Brown and Jenny West. I am now waiting on confirmation for the below dates with Warwick Smith's office and will let you know once I have an update.

Mike Pratt has advised that due to conflicting commitments with budget preparations in June, he will not join for two of the panels, and will only join for the Americas role. **Mike also mentioned Jenny would not join the Americas panel – were you aware of this?** We will need to look for additional dates in July for the Americas role which I will coordinate with the panel.

### Shortlisting Meeting – 1 hour

Friday 4 June between 1.30pm – 2.30pm

### Interviews

Friday 11 June between 9.30am – 1pm

Friday 25 June between 8.30am – 2.30pm

Friday 2 July between 9am – 12.30pm

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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## WEST APPOINTMENT



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**From:** Lynne Clements  
**Sent:** Thursday, 20 May 2021 12:18 PM  
**To:** Leah Lambert  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews

Hi Leah,

Yes correct, the STIC Singapore/ASEAN and India/Middle East 2 individual Shortlist Recommended Reports and attached CV zip files were all sent on 13/5 to Amy and Jenny.  
The STIC Americas was sent through on 17/5 with all attachments.

Regards,  
Lynne  
Lynne Clements  
EXECUTIVE OFFICER  
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**From:** Leah Lambert  
**Sent:** Thursday, 20 May 2021 12:12 PM  
**To:** Lynne Clements  
**Subject:** RE: STIC Roles - Shortlisting and Panel Interviews  
**Importance:** High

Hi Lynne,

Can we please check in as to whether the shortlist report for Mumbai, Singapore and NY STIC appointments has been finalised? I haven't seen anything come through as yet, but perhaps it was sent to Jenny directly?

Please let me know when we can expect to receive, if not sent already.

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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29/06/2022

TENDER BUNDLE

28 of 54

## WEST APPOINTMENT

### RE: Senior Trade & Investment Commissioner Roles - Shortlisting and Panel Interviews

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**From:** Zalie Harrison  
**To:** Leah Lambert  
**Cc:** Deputy Secretary of Trade  
**Date:** Wed, 02 Jun 2021 11:38:40 +1000

---

Alicia Kemp

Hi Leah,

Many thanks for reaching out. I have provided date options to Alicia for consideration for the Americas interviews.

Please let me know if there's anything further I may assist with

Kindest regards  
Zalie

---

**From:** Leah Lambert  
**Sent:** Wednesday, 2 June 2021 11:24 AM  
**To:** Zalie Harrison  
**Cc:** Deputy Secretary of Trade  
**Subject:** RE: Senior Trade & Investment Commissioner Roles - Shortlisting and Panel Interviews

Hi Zalie,

Confirming that Jenny and NGS Global have advised that a shortlisting meeting is not required. The panel are being requested to provide feedback on the relevant candidate shortlists to Jenny prior to interviews.

The Singapore/ASEAN interviews will be held on Friday 25 June. Due to the crossover in candidates for Singapore and the Americas role, we will seek a new date for Mike to be involved in the Americas panel in close proximity to the interviews for Singapore on 25 June. Can you please provide Mike's availability to join an interview panel (3-4 hours) between 18 – 25 June. If that is not possible, we will then look at July dates.

Many thanks for your assistance.

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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**From:** Leah Lambert  
**Sent:** Tuesday, 1 June 2021 10:50 AM  
**To:** Zalie Harrison  
**Subject:** RE: Senior Trade & Investment Commissioner Roles - Shortlisting and Panel Interviews  
**Importance:** High

INV.001.002.8050



# WEST APPOINTMENT

Hi Zalie,

Hope you are having a great start to the week.

I have been in touch with NGS Global about the Senior Trade & Investment Commissioner Roles, as they have advised that due to cross over the STIC Singapore and STIC Americas candidates, interviews must go ahead on the same date. **Due to this, we are still looking at a June date (we have all panel members, excepting Mike available on 25 June). NGS have also advised that the Americas role is urgent and it must go ahead in June and not delay until July.**

I know that we recently discussed Mike's availability for June and it was limited due to budget preparations, and we had discussed potential interviews in July. Can you please confirm if Mike would still like to join the panel for the Americas role **and whether his diary would accommodate for June interviews? I am advised that the Americas role has to be recruited as soon as possible.**

Kind regards,  
Leah

**Leah Lambert | Executive Assistant to Jenny West**  
Office of the Deputy Secretary, Trade | Investment NSW  
Level 35, 52 Martin Place, Sydney NSW 2000

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---

**From:** Leah Lambert  
**Sent:** Tuesday, 25 May 2021 2:46 PM  
**To:** Zalie Harrison  
**Subject:** Senior Trade & Investment Commissioner Roles - Shortlisting and Panel Interviews  
**Importance:** High

Hi Zalie,

I hope this finds you well.

Please find attached the role advertisements and position descriptions for the Senior Trade & Investment Commissioner roles, as requested. The information below is provided by NGS Global.

**Investment NSW advertisement and PD:**

- Investment NSW supplied us the PD and Advertisement (titled Three Roles\_Advert) (as per 2 Word Doc's attached).
- Investment NSW requested NGS place the advertisement in:
- the AFR
- The Economist (online and paper) – PDF proof copy attached
- UK Financial Times – PDF proof copy attached

**NGS Global provided individual candidates:**

- Information for Candidates document for each STIC role (3 x PDF's attached, AMERICAS/ASEAN/INDIA-MIDDLE EAST).

The panel includes Mike, Jenny West, Warwick Smith, Tim Reardon and Amy Brown. Please see below some possible dates and times from Tim Reardon's office, can you please let me know if these dates and times work for Mike?

**Shortlisting Meeting – 1 hour**  
Friday 28 May between 11am – 1.30pm  
Friday 4 June between 1pm – 2.30pm

INV.001.002.8051

## WEST APPOINTMENT

### Interviews – 3 x 3.5 hour slots

Friday 11 June between 9.30am – 2.30pm

Tuesday 22 June between 2pm – 5pm

Friday 25 June between 8am – 2.30pm

Friday 2 July between 9am – 2.30pm

1 x 3.5 hour block – STIC Americas (New York)

1 x 3.5 hour block – STIC India/Middle East (Mumbai)

1 x 3.5 hour block – STIC Singapore/ASEAN (Singapore)

Kind regards,

Leah

**Leah Lambert | Executive Assistant to Jenny West**

Office of the Deputy Secretary, Trade | Investment NSW

Level 35, 52 Martin Place, Sydney NSW 2000

[investmentnsw.gov.au](http://investmentnsw.gov.au)



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NSW

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Investment NSW believes in 'all roles flex'. I work flexibly. I am sending this message now because it's a good time for me, but I don't expect that you will read, respond or action it outside of your own regular hours.

**My workdays are: Mon | Tue | Wed | Thu | Fri**

INV.001.002.8052

## WEST APPOINTMENT

### Update re STIC roles - Singapore/ASEAN, India/MiddleEast, Americas

---

From: Marianne Broadbent  
To: Kristy Manton  
Cc: Alicia Kemp  
Date: Thu, 29 Jul 2021 10:01:57 +1000

---

Kristy – Just keeping you in the loop. Amy now has the draft Selection Reports for all three roles, plus the References checks for six candidates – two for each role.

Cheers Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

**NGS GLOBAL** | AMERICAS • EUROPE • ASIA PACIFIC • AFRICA • MIDDLE EAST  
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INV.001.004.8389



## WEST APPOINTMENT

### Re: Senior Trade & Investment Commissioners - Recruitment Reports

**From:** Marianne Broadbent  
**To:** Alicia Kemp  
**Cc:** Lynne Clements  
**Date:** Thu, 29 Jul 2021 15:55:03 +1000  
**Attachments:** Selection Panel Report- STIC\_Americas\_2107\_Draft2.xlsx (71.33 kB)

Alicia, attached is the revised report. As per my phone message, can you please confirm which of the following approaches you want to have the reports signed:

Option 1: Amy completes her part of the each Report then send to me and I get the same elec version signed by the other Panel members and return that to you,  
OR

Option 2: I send an elec copy of each Report to each Panel member and they sign their own copy, return to me, then we return all elect copies to you as would need to keep all copies – if three panel members then 3 copies of each report, each with a different signature.

Please advise, and if Option 1, please send me the 'Amy signed' version and we will do the round robin with that version.

Thanks Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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Level 5 / 175 Collins Street, Melbourne, VIC, 3000

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**From:** Alicia Kemp  
**Date:** Thursday, 29 July 2021 at 3:27 pm  
**To:** Marianne Broadbent  
**Cc:** Lynne Clements  
**Subject:** Senior Trade & Investment Commissioners - Recruitment Reports

Hi Marianne,

Amy has reviewed the content in the Selection Panel Reports for all three positions. Her only comment is in the America's Selection Panel on Jenny's report it should make explicit reference to her being on the board of AMCHAM (it only says she's involved in AMCHAM).

Amy would like to arrange for all the panellists to individually sign each report rather than having Amy as the final approver. Could we please have the above changes made to the America's Panel selection and arrange for each panel member to confirm there are no conflicts and sign the relevant report.

Kind regards,  
Alicia

Alicia Kemp | Executive Assistant to Chief Executive Officer  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.004.8639

## WEST APPOINTMENT



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INV.001.004.8640

## WEST APPOINTMENT

### RE: STIC Panel - Approval/Signature required

---

**From:** Leanne Stacey  
**To:** Alicia Kemp  
**Date:** Tue, 03 Aug 2021 14:32:06 +1000  
**Attachments:** Selection Panel Report- STIC\_Americas\_2107 - SIGNED VERSION.pdf (271.14 kB)

---

Please see attached –

Kind regards

Leanne

Leanne Stacey  
Executive Assistant to Secretary Jim Betts

Office of the Secretary | Department of Planning, Industry and Environment

4 Parramatta Square, 12 Darcy St, Parramatta, NSW 2150.

---

**From:** Alicia Kemp  
**Sent:** Tuesday, 3 August 2021 2:25 PM  
**To:** Leanne Stacey  
**Subject:** FW: STIC Panel - Approval/Signature required  
**Importance:** High

Hi Leanne,

Just wanted to confirm when we might receive an approved/signed copy of the panel selection report.

**We need to include this with our brief to the DPO and across ASAP.**

Many thanks,  
Alicia

Alicia Kemp | Executive Assistant to Chief Executive Officer  
Investment NSW  
52 Martin Place, Sydney NSW 2000

| [investment.nsw.gov.au](https://investment.nsw.gov.au)



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**My workdays are:** Mon | Tues | Wed | Thurs

---

**From:** Alicia Kemp  
**Sent:** Monday, 2 August 2021 12:43 PM  
**To:** Leanne Stacey  
**Subject:** STIC Panel - Approval/Signature required  
**Importance:** High

CONFIDENTIAL

Hi Leanne,

INV.001.005.0481



## WEST APPOINTMENT

Hope you are well and had a nice weekend.

Attached is the STIC Americas Selection Panel Report which required approval/signing – could you please arrange for Jim to approve/sign.

Amy would like to arrange for the DPO to have a copy today if possible.

Thanks,  
Alicia

Alicia Kemp | Executive Assistant to Chief Executive Officer  
Investment NSW  
52 Martin Place, Sydney NSW 2000

[investment.nsw.gov.au](http://investment.nsw.gov.au)



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NSW

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My workdays are: Mon | Tues | Wed | Thurs

INV.001.005.0482

# WEST APPOINTMENT

## P&C Update as at 4 August 2021

From: Kristy Manton  
To: Lisa Braid  
Date: Wed, 04 Aug 2021 16:30:47 +1000

Hi Lisa

Please find below the People and Culture update as at 4 August 2021

### Consultant Engagement Jackie Taranto

Status  
On hold.

Has been emailed her engagement agreement and the Conflict of Interest Disclosure form for her discussion with the CEO. This will be funded from OPEX as Ms Taranto is providing Advisory Services as per her engagement agreement.

### SE Recruitment

Managing Director Investment  
Origination and Partnerships

Band  
3

Status  
Led by Omera

Advert has been reissued with closing date nov  
Aim to interview 13 August

Executive Director Origination and  
Concierge

2

Led by Omera

sent out to advert on 26 closing 8 August.

Executive Director Commercial  
Partnerships

2

Led by Omera

sent out to advert on 26 closing 8 August.

Executive Director Investment  
Partnerships

2

Led by Omera

sent out to advert on 26 closing 8 August.

Managing Director Investment  
Strategy  
Chief Operating Officer

3

Kristy working with Alex E to update RD now ID  
removed so can be advertised.  
Role closed. Interviews held

2

Director People and Culture

1

Role closed. Interviews held

Director Commercial

1

Role closed. Shortlisted candidates to sent dire  
Engel

Director Global Concierge

1

RD being finalised for advertising

Director IT

1

Secondee from Treasury commences 16 August

INV.001.005.0688

## WEST APPOINTMENT

Strategy and Programs  
Culture and change

Status  
Lisa and Kristy to meet with Andy Hoggan at the end of the week to discuss Culture survey and next steps

Compliance forms and training

Have been launched with completion date of 27 August.  
Regular reports to be provided to Managers

International  
STIC China

Status  
Led by NGS  
Advert has been sent. Closes 13 August

STIC Americas

**Preferred candidate identified.**  
Selection report with CEO  
OPQ completed

STIC Singapore

Preferred candidate identified.  
Selection report being signed off by panel members  
OPQ and reference checks completed. Next step is background checks, targeting October start date.

STIC India & Middle East

Preferred candidate identified.  
Selection report being signed off by panel members  
OPQ and reference checks completed. Next step is background checks, targeting October start date.

TIC Europe

Approval in workflow to issue offer letter and draft contract. Targeting 1<sup>st</sup> November start date

INV.001.005.0689



# Global NSW Expansion Program

Work Stream - Status Meeting

14 Sep 2021

PMO



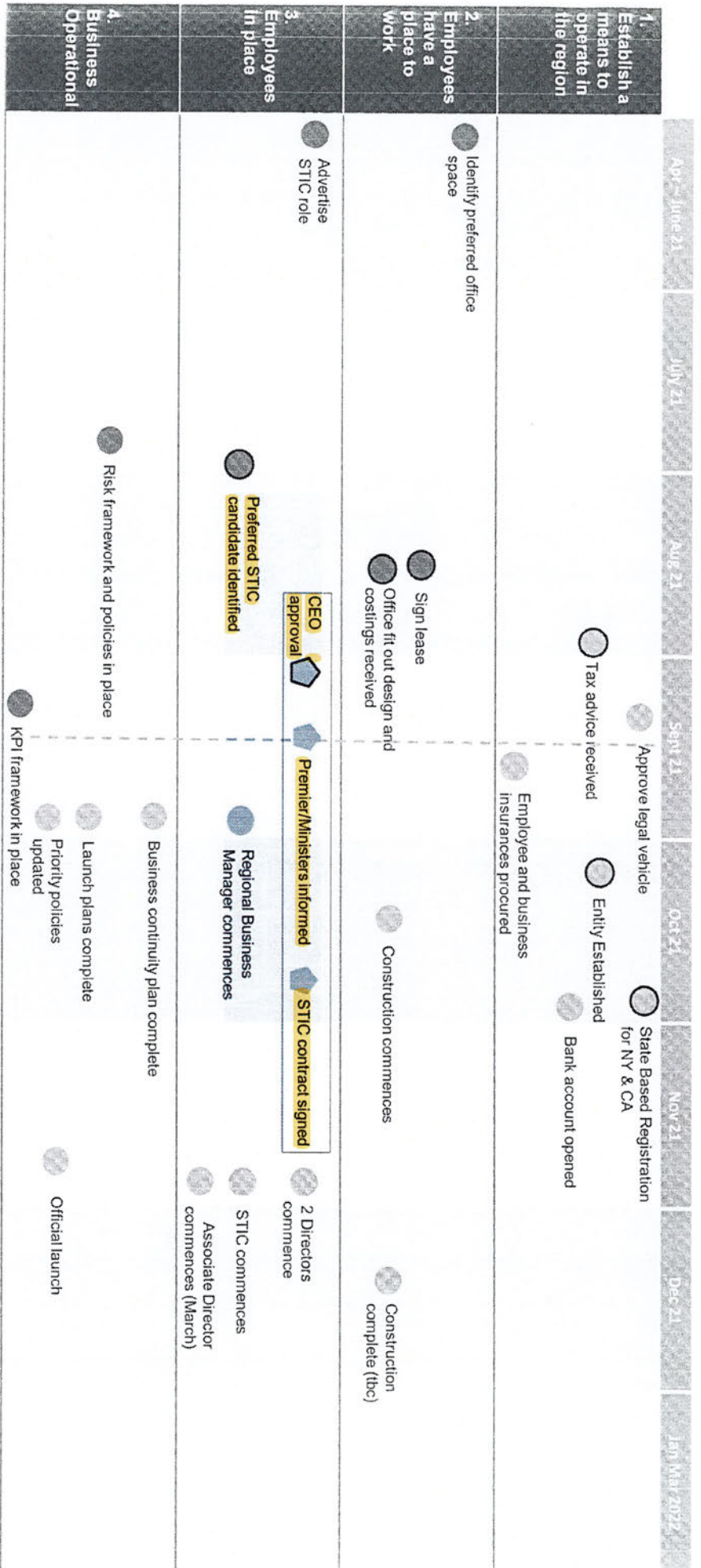
Investment  
NSW



INV/001.005.002



## New York milestone report



Status:

Complete On Track At Risk Behind Track

INV/001.005.8234

## WEST APPOINTMENT

**From:** Kristy Manton  
**Sent:** Thursday, 16 September 2021 1:30 PM  
**To:** Tim Bayl ; Evelina Polura  
**Cc:** Leah Lambert ; Deputy Secretary of Trade

**Subject:** RE: Trade HR priorities weekly meeting

Hi Tim

Evelina provided me with the below update.

Let me know if this covers it. Otherwise does she have any other availability?

- STIC Singapore – preferred candidate identified, proceeding with background checks and preparing briefs. Contract in final stage of draft. OPQ and reference checks completed.
- STIC India & Middle East - preferred candidate identified, proceeding with background checks and preparing briefs. Contract in final stage of draft. OPQ and reference checks completed.
- STIC Americas - preferred candidate identified, proceeding with background checks and preparing briefs. **Contract in final stage of draft.**
- STIC China – candidates shortlist provided by NGS, panel to discuss and agree on candidates to be interviewed.
- Connected with Michael Page recruiter and briefed them on requirements and process for London Director/Associate Director along with Stephen and Karla. Search starting and also working with Mercer about updating remuneration benchmarking data. Aiming for November/December placement of Director and AD in London.
- Regional Business Manager Singapore (previously called Office Manager) – Interviewed 3 candidates last week, 2 progressing to second stage. Anticipated September/October start dates, initially as contractors pay-rolled by Michael Page.
- Regional Business Manager New York (previously called Office Manager) – Interviews for 3 candidates happening this week. Anticipated September/October start dates, initially as contractors pay-rolled by Michael Page.
- Austrade in process of preparing SLA addendums to start recruiting for 5 embedded roles – Paris, Frankfurt, Seoul, Washing and Bangalore. Discussions ongoing re space constraints in a couple of the locations (Paris and Washington).
- Connecting with Michael Page Japan recruiter to start recruitment process for Tokyo Director and Associate Director roles.
- Working on [REDACTED] mobilisation to Japan and also visa / official passport issue for remaining STICs/AG.
- Discussing payroll providers for offshore hub locations – working with KPMG – as well as leave management solutions for global network.
- Director, Jakarta (Austrade) – preferred candidate [REDACTED] Reference checks completed, Austrade issued pre-onboarding documents for police clearance and medical. Targeting start date of 1st November (slight delay due to Austrade security clearance process).
- [REDACTED] - TIC Europe – Contract signed and accepted. Targeting early 2022 start date [REDACTED] working to negotiate down his 6 month notice period) but if not be achievable will start in March. Background checks completed from previous process with candidate.
- Director Mumbai – [REDACTED] – start date 1st October. Working on onboarding plan with global markets team and Ops.
- Updated offshore expansion recruitment schedule prepared and shared with Lisa and Leigh. Discussions finalised about LEC budget and moving forward with remaining STIC and TIC roles.
- Obtained quotes from KPMG and Mercer for consultant fees for offshore benefits project, and separate quote for Mercer benefits data. Working with Kristy and Kylie to decide how best to take forward and starting to collate available data.

**From:** Tim Bayl  
**Sent:** Thursday, 16 September 2021 1:26 PM  
**To:** Evelina Polura  
**Cc:** Leah Lambert

Kristy Manton  
Deputy Secretary of Trade

INV.001.005.8544



# WEST APPOINTMENT

ov.au>

**Subject:** RE: Trade HR priorities weekly meeting

Hi Kristy and Evelina,

Jenny asked to keep this one today as she feels she needs an update.

@Evelina if you can provide an offline update on int'l recruitment and schedule of upcoming recruitment then Jenny would probably be happy to cancel/postpone.

Regards,  
Tim

**Tim Bayl | Associate Director & Executive Officer**

Office of the Deputy Secretary, Trade & International | Investment NSW  
Level 9, 52 Martin Place, Sydney NSW 2000

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**My workdays are: Mon | Tue | Wed | Thu | Fri**

-----Original Appointment-----

**From:** Kristy Manton

**On Behalf Of** Deputy Secretary of Trade

**Sent:** Thursday, 16 September 2021 1:18 PM

**To:** Leah Lambert; Tim Bayl; Evelina Polura

**Subject:** FW: Trade HR priorities weekly meeting

**When:** Thursday, 16 September 2021 3:00 PM-3:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.

**Where:** Microsoft Teams Meeting

Hey Leah and Tim

Apologies, Evelina and I won't be able to attend as we have a culture session with our team. I'm sorry I've just noticed the overlap.

Could we reschedule or cancel for this week?

-----Original Appointment-----

**From:** Deputy Secretary of Trade

**Sent:** Friday, 9 April 2021 11:20 AM

**To:** Deputy Secretary of Trade; Tim Bayl; Jenny West; Kristy Manton; Evelina Polura; Tommasina Di-Mento

**Cc:** Rebecca Doyle Barcoe

**Subject:** Trade HR priorities weekly meeting

**When:** Thursday, 16 September 2021 3:00 PM-3:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.

**Where:** Microsoft Teams Meeting

## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

INV.001.005.8545

## WEST APPOINTMENT

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INV.001.005.8546

# THE EVENTS OF LATE 2021

## Draft background email ahead of PSC call for comment

From: Chris Carr  
To: Kristy Manton  
Date: Tue, 21 Sep 2021 09:06:43 +1000

Dear Sarah

Ahead of our call today, I wanted to set out the issue that has arisen that we will need to discuss.

### Background

Investment NSW is leading the delivery of the Global NSW policy which includes the opening of new offices and the employment of additional resources in 6 so-called hub locations. Each of these hubs will be led by a Senior Trade and Investment Commissioner (a STIC) or in the case of the UK, an Agent-General. For simplicity we will refer to them all as STICs. There are peculiarities under English law that are not relevant to this question that cause that role to be termed an Agent General. That role is essentially the same as the other STICs.

### Employment Terms

STICs have been appointed for the two hubs of Singapore and UK/Europe. Both have commenced but only one has been announced owing to protocols with the UK Government. Those appointments were made under the GSE Act but made subject to the Regulation 10A of the GSE Regulations. Specifically, they are not statutory officers nor are they public officers. They are appointed by applying s47A of the NSW Constitution Act and not s47. Advice has been obtained in relation to that already. They each have employment contracts entered into by the Crown in the Right of the state of NSW acting through Investment NSW.

### The issue

Under Regulation 10A(5) of the GSE Regulations, it says:

(5) Persons may be employed as overseas trade employees without compliance with the government sector employment rules on merit-based employment. However, any decision to employ a person as an overseas trade employee must be based on the person's appropriateness for the role concerned having regard to the nature of the role and the person's qualifications, skills and experience.

To date, that has been the basis for all the STICs (as well as other offshore roles in the hub offices). They have been appointed by the CEO of Investment NSW (noting the impact of the Administrative Orders establishing Investment NSW replacing the Secretary with the CEO).

In total we are expecting there to be 6 STICs (including the UK/Europe). We are therefore addressing an issue relevant to a very small number of very senior roles.

We are now asked to consider whether there are alternative methods that STICs could be employed. Specifically, we have been asked whether there is an option for Ministerial appointments. Advice has already been provided in relation to s47 and s47A of the NSW Constitution Act as well as the use of other mechanisms such as the enactment of specific legislation (eg as is done in Victoria) to create statutory officers. Likewise, the option of using contractors with the material risks of those arrangements having been highlighted through a WA audit report on their approach to offshore structures.

Where there is a specific question we want to discuss with you is in relation to Regulation 10A(5) of the GSE Regulations.

We are asked whether an amendment to Regulation 10A is feasible to provide for the relevant Minister to make recommendations to the CEO of Investment NSW on the appointments of the STICs outside Regulation 10A(5). That is, if possible there may be a desire for these positions to remain in the Public Service and subject to various codes of conduct and employment terms but that their appointment is subject to a ministerial recommendation. Given the seniority and prominence of these roles, advice is needed on whether the appointments can be made more akin to Agency Head appointments as currently made under the GSE Act, while the ongoing accountability remains with the agency head, in this case the Investment NSW CEO. Clearly a change in the regulations would be required to achieve that, so we are seeking to discuss with you any potential issues or concerns before this is further explored.

INV.001.006.0119



## THE EVENTS OF LATE 2021

That's the general basis for the discussion this afternoon. The urgency driving this is that recruitment processes are well advanced for the next batch of appointments and there is now a need to clarify whether this alternative is viable.

I look forward to discussing with you later today.

Kind regards

Chris

Chris Carr, General Counsel  
Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.006.0120

# THE EVENTS OF LATE 2021

## FW: International HR Weekly Update

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From: Jenny West  
To: Jenny West  
Date: Wed, 22 Sep 2021 16:23:59 +1000

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From: Evelina Polura  
Sent: Wednesday, 22 September 2021 3:34 PM  
To: Jenny West ; Deputy Secretary of Trade

Subject: International HR Weekly Update

Hi Jenny and Tim,

Please see the weekly offshore HR update that I send Kristy for Lisa each week and please let me know if any questions or clarifications needed.

- STIC Singapore – preferred candidate identified.
- STIC India & Middle East - preferred candidate identified.
- **STIC Americas - preferred candidate identified.**
- STIC China – candidates shortlist provided by NGS, panel to discuss and agree on candidates to be interviewed.
- Connected with Michael Page recruiter and briefed them on requirements and process for London Director/Associate Director along with Stephen and Karla. Aiming for November/December placement of Director and AD in London.
- Regional Business Manager Singapore (previously called Office Manager) – Interviewed 3 candidates last week, 2 progressing to second stage. Recalibrating office establishment dates to decide if we need to pause role.
- Regional Business Manager New York (previously called Office Manager) – Interviewed 3 candidates and two progressed to second stage. Role now paused while we recalibrate entity establishment and office opening timelines and new tax advisors (KPMG unable to advise due to FARA rules).
- Austrade in process of preparing SLA addendums to start recruiting for 5 embedded roles – Paris, Frankfurt, Seoul, Washing and Bangalore. Discussions ongoing re space constraints in a couple of the locations (Paris and Seoul) and connecting with relevant local HR/recruitment teams to progress.
- Connecting with Michael Page Japan recruiter to start recruitment process for Tokyo Director and Associate Director roles.
- Working on Michael Newman's mobilisation to Japan – scheduled for early November – and visa / official passport issue for remaining STICs/AG.
- Discussing payroll providers for offshore hub locations – working with KPMG – as well as leave management solutions for global network.
- Director, Jakarta (Austrade) – preferred candidate Yonathan Wijaya. Reference checks completed, Austrade issued pre-onboarding documents for police clearance and medical. Targeting start date of 1st November (slight delay due to Austrade security clearance process).
- Paul Webster - TIC Europe – Contract signed and accepted. Targeting early 2022 start date (Paul working to negotiate down his 6 month notice period) but if not be achievable will start in March. Background checks completed from previous process with candidate.

INV.001.006.0642



# THE EVENTS OF LATE 2021

## High level update for Lisa/Amy 22nd Sept

**From:** Evelina Polura  
**To:** Kristy Manton  
**Date:** Wed, 22 Sep 2021 14:06:40 +1000

Hi Kristy,

High level updates for this week. Those in dull green are at pre-onboarding or offer stage and I have put a strikethrough for STIC Americas so I can remove before forwarding to Jenny, but let me know whether I should just remove all STIC updates at this stage.

- STIC Singapore – preferred candidate identified, proceeding with background checks and preparing briefs. Contract in final stage of draft. OPQ and reference checks completed.
- STIC India & Middle East - preferred candidate identified, proceeding with background checks and preparing briefs. Contract in final stage of draft. OPQ and reference checks completed.
- ~~STIC Americas – preferred candidate identified, proceeding with background checks and preparing briefs. Contract in final stage of draft.~~
- STIC China – candidates shortlist provided by NGS, panel to discuss and agree on candidates to be interviewed.
- Connected with Michael Page recruiter and briefed them on requirements and process for London Director/Associate Director along with Stephen and Karla. Aiming for November/December placement of Director and AD in London.
- Regional Business Manager Singapore (previously called Office Manager) – Interviewed 3 candidates last week, 2 progressing to second stage. Recalibrating office establishment dates to decide if we need to pause role.
- Regional Business Manager New York (previously called Office Manager) – Interviewed 3 candidates and two progressed to second stage. Role now paused while we recalibrate entity establishment and office opening timelines and new tax advisors (KPMG unable to advise due to FARA rules).
- Austrade in process of preparing SLA addendums to start recruiting for 5 embedded roles – Paris, Frankfurt, Seoul, Washing and Bangalore. Discussions ongoing re space constraints in a couple of the locations (Paris and Seoul) and connecting with relevant local HR/recruitment teams to progress.
- Connecting with Michael Page Japan recruiter to start recruitment process for Tokyo Director and Associate Director roles.
- Working on Michael Newman's mobilisation to Japan – scheduled for early November - and visa / official passport issue for remaining STICs/AG.
- Discussing payroll providers for offshore hub locations – working with KPMG – as well as leave management solutions for global network.
- Director, Jakarta (Austrade) – preferred candidate [REDACTED] Reference checks completed. Austrade issued pre onboarding documents for police clearance and medical. Targeting start date of 1st November (slight delay due to Austrade security clearance process).
- [REDACTED] TIC Europe – Contract signed and accepted. Targeting early 2022 start date [REDACTED] working to negotiate down his 6 month notice period) but if not be achievable will start in March. Background checks completed from previous process with candidate.
- Director Mumbai – Malini Dutt – start date 1st October. Working on onboarding plan with global markets team and Ops.

Regards,

**Evelina Polura | HR Business Partner**  
Investment NSW  
52 Martin Place, Sydney NSW 2000

[investments@nsw.gov.au](mailto:investments@nsw.gov.au)

INV 001.006.0497



## THE EVENTS OF LATE 2021

### RE: Confidential: NGS/ Marianne Broadbent and STIC Recruitment

---

**From:** Alexandra Engel  
**To:** Kylie Bell  
**Cc:** Nghia Nguyen-Le  
**Date:** Fri, 01 Oct 2021 17:12:31 +1000

Kristy Manton  
Alicia Kemp

Understood – will leave with Kristy to progress as needed.

**Alex Engel-Mallon | Chief of Staff**

Office of the Chief Executive, Investment NSW  
52 Martin Place, Sydney NSW 2000

[investment.nsw.gov.au](https://investment.nsw.gov.au)

---

**From:** Kylie Bell  
**Sent:** Friday, 1 October 2021 5:11 PM  
**To:** Alexandra Engel  
**Cc:** Nghia Nguyen-Le  
**Subject:** RE: Confidential: NGS/ Marianne Broadbent and STIC Recruitment

Kristy Manton  
Alicia Kemp

Hi Alex

I think Marianne was getting paid via a success fee. We may need to loop in legal so we can agree a fair and equitable payment for her time and effort.

Cheers  
Kylie

---

**From:** Alexandra Engel  
**Sent:** Friday, 1 October 2021 5:09 PM  
**To:** Kristy Manton  
**Cc:** Nghia Nguyen-Le  
**Subject:** RE: Confidential: NGS/ Marianne Broadbent and STIC Recruitment

Kylie Bell  
Alicia Kemp

**FYI – Amy will speak with Marianne, but needless to say, there are no more STICs whose appointment Investment will be involved with now – so shortlisting/panels etc all no longer needed.**

**Alex Engel-Mallon | Chief of Staff**

Office of the Chief Executive, Investment NSW  
52 Martin Place, Sydney NSW 2000

[investment.nsw.gov.au](https://investment.nsw.gov.au)

---

**From:** Kristy Manton  
**Sent:** Monday, 27 September 2021 2:20 PM  
**To:** Alexandra Engel  
**Cc:** Nghia Nguyen-Le  
**Subject:** RE: Confidential: NGS/ Marianne Broadbent and STIC Recruitment

Kylie Bell

Hey Alex

Confirming I spoke to Marianne last week and she is clear on the STIC China situation and is just keeping candidates warm at this stage. Ideally she wanted to at least shortlist however, this is up to Amy.

Will speak to Chris and Evelina about getting a contract variation drafted. There are some matters Chris is working with Murray on.

[@Kylie Bell](#) we can discuss

INV.001.006.1832

# THE EVENTS OF LATE 2021

## Sensitive - NSW Cabinet: STIC recruitment

From: Amy Brown  
To: marianne.broadbent  
Cc: Lisa Braid

Chris Carr

Kristy Manton

Date: Sun, 03 Oct 2021 14:13:02 +1100

Hi Marianne

I hope you're getting a bit of relaxation in over this long weekend. I was endeavouring to phone you on Friday, but then Friday happened..... So in the interests of time I've decided to email.

I appreciate that you'll keep this confidential, but we've now had confirmed instructions to commence the preparation of legislation to convert the global Senior Trade & Investment Commissioners to statutory officers (ie Ministerial appointments). The Agent General for London and STIC for Tokyo will be transitioned across to the new arrangements.

This means that the recruitment process for the STIC positions in Singapore, India/Middle East and China will need to be ceased, and all candidates informed that we're not going any further with the process. We will be handling the STIC New York position as an internal matter.

Kristy Manton will kindly liaise with you to work through what this means for your engagement with us (including invoices for all the work you've undertaken, for example). I expect much of this is covered by the terms and conditions of your engagement.

Our sincere apologies for the fact that you've done a considerable amount of work but not been able to fulfill the entire mandate for most positions. We appreciate the frustration that this has caused on your side.

Thanks again for your patience and understanding. As you will no doubt appreciate, most of the above has been outside of our control.

Kind regards

Amy

Amy Brown | Chief Executive Officer  
Investment NSW  
52 Martin Place, Sydney NSW 2000

| [investment.nsw.gov.au](https://investment.nsw.gov.au)



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NSW

Investment NSW believes in 'all roles flex'. I work flexibly. I am sending this message now because it's a good time for me, but I don't expect that you will read, respond or action it outside of your own regular hours.

INV.001.006.1854

# THE EVENTS OF LATE 2021

## P&C Update as at 20 October 2021

**From:** Rebecca Doyle Barcoe  
**To:** Lisa Braid  
**Cc:** Kristy Manton  
**Date:** Wed, 20 Oct 2021 18:15:22 +1100

Hi Lisa

P&C update as of today, 20<sup>th</sup> October.

<b>SE Recruitment</b>	<b>Band</b>	<b>Status</b>
<b>Managing Director Investment Origination and Partnerships</b>	3	Led by Omera
		Meeting being arranged with Amy and Omera last week to now the ED roles are filled. Pending approval
<b>Executive Director Origination and Concierge</b>	2	Led by Omera
		Preferred candidate – [REDACTED] – role accepted; onboarding
<b>Executive Director Commercial Partnerships</b>	2	Led by Omera
		Preferred candidate – [REDACTED] – role accepted; onboarding
<b>Executive Director Investment Partnerships</b>	2	Led by Omera
		Preferred candidate – [REDACTED] – role accepted; November
<b>Managing Director Strategy and Performance</b>	3	Preferred candidate identified; [REDACTED]
		Brief sent for approval, currently with CEO for approval.
<b>Director Commercial</b>	1	Awaiting panel report for panel endorsement for preferred report, waiting on ED input and panel endorsement
<b>Director Concierge</b>	1	On hold – candidates advised

<b>Strategy and Programs</b>	<b>Status</b>
<b>Office of the Chief Scientist – Transition to Investment NSW</b>	Transition date has been confirmed as 29 October. On track for transition
<b>Fitness Passport</b>	Currently engaging Fitness Passport to roll out to employees
<b>Cyber Security Training</b>	12.8% completed - sent to all employees for completion. Reminders within next 4 weeks to divisional heads as well as system generic reminders to
<b>PMES Completion Rate</b>	Preparing divisional packs to be shared with each divisional head to aim for the next 2 weeks.
<b>Culture and change</b>	Culture Committee weekly meetings are underway, Culture Action plan an aim of presenting to Amy at the end of Oct/early Nov)

INV.001.006.3825



## THE EVENTS OF LATE 2021

### Xceptional

People and Culture engaging Xceptional to bring a 5/6 onboard within be scheduled for next week with 2 candidates.

### Compliance training

24.7% (91 employees) overdue as of today Reminders will be sent eve divisional heads as well as system generic reminders to employees wh

### Performance Development Plans (PDP)

We are currently at 28.4% completion rates of PDP's (104 employees). Monday for the next 4 weeks to divisional heads when overdue.

### International

#### STIC China

#### STIC Americas

#### STIC Singapore

#### STIC India & Middle East

#### TIC Europe

### Status

Awaiting further advice

Awaiting further advice

Preferred candidate identified and will meet with Minister

Preferred candidate identified and will meet with Minister

Contract signed.

Anticipated start date early 2022.

INV.001.006.3826

# THE EVENTS OF LATE 2021

## RE: Mins meeting with STICS

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**From:** Anna Bull  
**To:** Evelina Polura  
Lampe  
**Date:** Mon, 08 Nov 2021 12:30:47 +1100

Kylie Bell  
Karla

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Hi everyone,

As I wasn't here for the last appointments, also just wanted to check if we need to quietly start preparing an onboarding program, media releases about their appointments etc? I know we have some time but might be good to start early so we don't have a Christmas rush!

Thanks,

Anna

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**From:** Evelina Polura  
**Sent:** Monday, 8 November 2021 12:24 PM  
**To:** Kylie Bell  
Karla Lampe  
Anna Bull

**Subject:** RE: Mins meeting with STICS

Thanks Kylie.

Any action required on our end currently to progress this or will Minister Ayres' office deal directly with the Premier's on these approvals?

### Evelina Polura | HR Business Partner

52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001

[investment.nsw.qcv.au](mailto:investment.nsw.qcv.au)

E

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**From:** Kylie Bell  
**Sent:** Friday, 5 November 2021 4:43 PM  
**To:** Evelina Polura  
Anna Bull  
; Karla Lampe  
**Subject:** FW: Mins meeting with STICS

Just for your information and planning to re: contracts and resourcing.

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**From:** Nghia Nguyen-Le  
**Sent:** Friday, 5 November 2021 4:16 PM  
**To:** Kylie Bell  
Manton  
Vanessa Grimm  
Kristy  
**Cc:** Lisa Braid  
**Subject:** Mins meeting with STICS

Hi All,

Just by way of an update - the meeting with [REDACTED] and [REDACTED] with Minister Ayres went well yesterday. The Min. is happy to progress to the Premier for his approval. Timing unknown.

INV.001.006.5541

# THE EVENTS OF LATE 2021

Office of the Chief Executive, Investment NSW  
52 Martin Place, Sydney NSW 2000

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INV.001.006.5542



# Jobs data could bring earlier end to RBA stimulus

## Easing measures

Ronald Mizen

Economists expect the Reserve Bank's extraordinary \$350 billion bond-buying program to end in February after the addition of a surprise 366,000 jobs last month that pushed unemployment down to 4.6 per cent.

But RBA governor Philip Lowe is leaving open his options to keep stimulus going to May or even beyond if the economic situation deteriorates.

Dr Lowe said the emergence of the omicron COVID-19 variant represented a significant "downside risk" to Australia's economic outlook and the future of the central bank's monetary stimulus program.

Speaking at the CPA Australia Riverina Forum yesterday morning in Wagga Wagga—where he grew up—Dr Lowe said the future of the bank's monetary stimulus policies would be determined by three factors.

These were "the actions of other central banks, how the Australian bond market is functioning and, most importantly, the actual and expected progress towards the goals of full employment and inflation".

He outlined three potential scenarios for the new year.

First, tapering the \$4 billion weekly bond purchases and terminating the program in May; second, tapering the program but with a review in May; and third, terminating the program altogether from February.

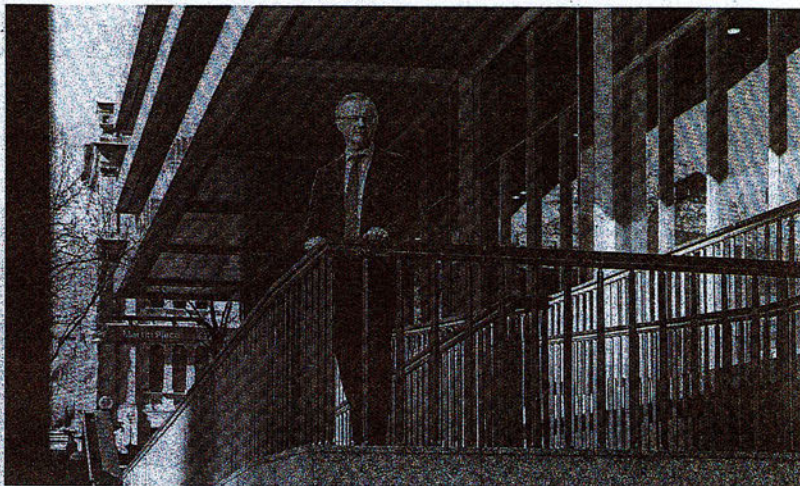
"We have made no decision yet. Much will depend upon the news we receive between now and when we meet in February," Dr Lowe said.

The RBA governor said the first option was "broadly consistent with the bank's forecasts in November for employment and inflation", but none factored in another COVID-19 setback to the economy.

"The omicron outbreak does... represent a downside risk, and it is difficult to know how things will develop from here. But we do expect the positive momentum in the economy to be maintained through the summer."

However, a record number of jobs added last month, economists believe the third option is now the most likely outcome.

NAB director of markets and economics Tapes Strickland said: "We see option three of ending quantitative easing (QE) as the most likely with today's



Looking ahead: Reserve Bank governor Philip Lowe has outlined three potential scenarios for the new year. PHOTO: LOUIE DOUGLAS

stellar labour market data further affirming that view."

ANZ senior economist Felicity Emmett said the jobs figures set up "an end to QE in February, absent a big hit to the economy from omicron".

The US Federal Reserve announced on Wednesday night (AEDT) that it would hasten tapering its asset-buying program, which is now expected to end in early 2022, with three rate rises to follow later in the year.

Dr Lowe said that although the RBA's central scenario was for quantitative easing to end in May, it expected the overnight cash rate to stay at a record low 0.1 per cent until at least 2023.

"The condition for an increase in the cash rate will not be met next year. It is likely to take time for that condition to be met and the board is prepared to be patient," he said.

The RBA has previously indicated that it wants annual wages growth of more than 3 per cent before being confident that inflation is sustainably within the bank's 2 to 3 per cent target band. Wages growth was 2.2 per cent in the year to September 30.

However, Dr Lowe moderated his language in a Q&A session later, saying wages growth would "probably have to be 3 per cent" and it was possible interest rate increases could occur with

wages growth below that level if productivity growth was also performing poorly.

"I really hope that doesn't happen, but it is possible," he said.

The governor reiterated his view that inflation here was very different to what was being experienced overseas in places such as the US where the headline figure was running at 6.8 per cent.

Headline inflation in Australia is 3 per cent, and Dr Lowe said a big part of the difference was that wage growth here was persistently low because of the wage-setting process and a strong cost-control mindset among businesses.



Investment  
NSW

## NSW Senior Trade and Investment Commissioner - STIC Americas

- Leading NSW's Trade, Investment and Commercial Interests
- Creating Strategic, Commercial Partnerships, with Regional Responsibilities

The Senior Trade and Investment Commissioner (STIC) is the NSW Government's most senior representative in the Americas region and a key member of Investment NSW's Trade team. Investment NSW's mandate is to reinforce NSW as the most desirable place in the world to visit, invest, do business, and study, and to support NSW businesses and innovations to succeed on the world stage.

The Trade team is accountable for managing NSW's Trade and Investment teams offshore and the supporting onshore team, to drive job creation and economic development through supporting NSW exporters to expand into international markets, including the international education sector.

The STIC will lead the State's commercial, cultural and political interests across their region. They will facilitate productive foreign direct investment; through developing, implementing and advising on strategies to identify and secure suitable companies to invest and grow their business in NSW, that are aligned to the state's priority industries and places. They will also assist NSW businesses to export to their regions, create strategic commercial and institutional partnerships that will deliver jobs and innovation outcomes for NSW, and work with NSW's tourism, international education and defence industries to win new business.

The STIC will have a strong commercial mindset and a track record in delivering great results. Critical to the role will be representing the State's trade and investment interests to C-suite investors, political leaders and stakeholders, performing ad hoc ceremonial duties on behalf of the State where required.

High-quality candidates will have extensive experience at a senior executive level in international business or across government and strong commercial acumen. They will have a deep understanding of how businesses make investment decisions, trade and investment facilitation and market awareness in the global economic environment. They will have the ability to engage and negotiate with diverse stakeholders; strong communication skills and high-level representational abilities.

To obtain the Information for Candidates booklets, including the role description, or to apply, please email [applications.australia@ngs-global.com](mailto:applications.australia@ngs-global.com) citing J15950 or the name of STIC Americas. If further information is required after reviewing the documentation, please contact Dr Marianne Broadbent or Mark Lelliott on +61 3 8626 0600 or 1300 138 863. Further information regarding Global NSW can be found at [global.nsw.gov.au](http://global.nsw.gov.au)

**Applications are requested by 19 January 2022.**



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## Government bonds to hit \$1.2trn in 2024-25

### Deficit hit

Cecile Lefort

Australian bonds in circulation will balloon to \$1.21 trillion in 2024-25 because of a widening budget deficit following the pandemic, and with the Morrison government expected to reveal more spending before a federal election due within five months.

The Mid-Year Economic and Fiscal Outlook, released yesterday, forecasts the budget deficit to fall to \$99.2 billion in the year ending next June 30, a small improvement from the \$106.6 billion shortfall in last May's budget thanks to a stronger recovery and robust labour market.

Economists had forecast a deficit of some \$75 billion, suggesting the government has budgeted election spending commitments yet to be unveiled.

"We had expected a much smaller deficit given the strength of year-to-date tax revenues, and despite extra COVID-19 support spending," said Robert Thompson, a strategist at RBC Capital Markets.

S&P Global Ratings, which in June upgraded the outlook of Australia's triple-A rating to "stable" from "negative", said spending commitments in the 2022 federal vote increased risks to the rating, as they might weigh heavily on fiscal outcomes. The ratings agency, however, is optimistic about the economic rebound.

"Fiscal improvement and lower borrowing requirements are underpinned by our expectations of a quick economic recovery as restrictions and border controls ease," said Anthony Walker, a sovereign analyst at S&P Global Ratings.

"The recovery will be aided by the high savings rate and pent-up demand,

and the country's rapidly rising vaccine rate in the second half of 2021."

The view was echoed by Moody's ratings. The budget update's forecast for a strong recovery in Australia's economic and employment outlook "reflects the flexibility of its economy and effective policy response to the COVID-19 pandemic to date, a credit positive", said Martin Petch, vice-president at Moody's.

Moody's rates Australia triple-A with a stable outlook.

Australian government bonds on issue are forecast to increase to \$919 billion by next June from \$871 billion, before rising to a peak of \$1.21 trillion in financial year 2025, based on the budget update. They are expected to stabilise at \$1.19 trillion by the end of 2024-2025.

Mr Thompson anticipates the Australian Office of Financial Management (AOFM), the financing arm of the government, to significantly reduce bond issuance from the previous budget forecast. In July, the AOFM said it planned to raise \$130 billion in bonds this financial year.

"The AOFM could drop its gross nominal task for 2021-22 to around \$100 billion," Mr Thompson said. "The AOFM has been issuing well below pro-rata pace on a \$130 billion task for some time now, so they may not have to make any changes to their pattern of issuance to hit a lower task by the end of the year."

The budget update said foreign ownership of Australian bonds declined to 48 per cent, from historical highs of 76 per cent in 2012.

Net debt is expected to be 30.6 per cent of GDP at \$673.4 billion by June next year, increasing to a peak of 37.4 per cent by June 2025. It is projected to drop to 35.5 per cent of GDP thereafter.



# SELECTION REPORT

Investment NSW										Job Req. Reference: J15517	
Senior Trade and Investment Commissioner The Americas (New York)										Date of Panel Report	
Selection Panel Report (Senior Trade and Investment Commissioner) The Americas											
Position Title	Group	Trade and International	Division / Team	Internal email	Use Manager	Shortlisting Date/s	10 Jun 21	Interview Date/s	06 Jul 21	TA	
Location	SE Band Equivalent		Role Number/s	No. of Position/s	1	No. Shortlisted	4	No. Interviewed	4	HR Partner	
<p><b>Panel Interview Rating</b></p> <p>(All Focus Capabilities &amp; Capability Group/s Assessed)</p>											
Candidates Names	Work Collaboratively	Influence and Negotiate	Deliver Results	Manage and Develop People	Choose Capability Assessment Type	Choose Capability Assessment Type	Choose Capability Assessment Type	Cognitive Scores		OPQ (Behavioural)	Executive Selection (Grade 11/12 - OPTIOHAI)
	Advanced	Highly Advanced	Highly Advanced	Advanced				Numerical	Verbal		
Henry West	Exceeds	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating			Refer Results	
Rob Fitzpatrick	Exceeds	Exceeds	Exceeds	Meets	Select Rating	Select Rating	Select Rating			Refer Results	
Peter Herndy	Marginally Meets	Marginally Meets	Meets	Marginally Meets	Select Rating	Select Rating	Select Rating			Refer Results	
Tony Perreault	Marginally Meets	Meets	Does Not Meet		Select Rating	Select Rating	Select Rating			Refer Results	
<p><b>Recommended Candidates:</b></p> <p>1) Please justify the Panel recommendation with rationale specific to the role. 2) Psychometric assessment results should not be referred to in any candidate commentary. 3) Commentary must relate to the assessment of focus capabilities and consideration of their suitability for the role. 4) Also complete the Panel Interview Rating and Other Assessments for all candidate interviewed.</p>											
<p><b>Unsuccessful Candidates:</b></p> <p>Please provide constructive and candid feedback as to why each candidate/s is unsuccessful, and complete the complete the Panel Interview Rating and Other Assessments.</p>											

29/06/2022

TENDER BUNDLE 002

1 of 2

INV 001 004.7721