



**INQUIRY INTO THE APPOINTMENT OF MR JOHN BARILARO AS  
SENIOR TRADE AND INVESTMENT COMMISSIONER TO THE  
AMERICAS**

**Questions from the Hon Daniel Mookhey MLC, with the agreement of the  
committee**

**Mr Mike Pratt**

Please provide a statement which sets out all your knowledge about:

1. The selection process which led to the selection of Mr Paul Webster as the preferred candidate for the role of NSW Agent-General to the United Kingdom.
2. The selection process which led to the replacement of Mr Paul Webster as the preferred candidate for the role of NSW Agent-General to the United Kingdom with Mr Stephen Cartwright.
3. All conversations you had with the Treasurer and/or the Deputy Premier about the above two processes.
4. The negotiations had with Mr Stephen Cartwright over his total remuneration package with Investment NSW for the Agent-General in London role.

**THE HON DANIEL MOOKHEY MLC, TOGETHER WITH OTHER MEMBERS OF THE PUBLIC ACCOUNTABILITY COMMITTEE**

**INQUIRY INTO THE APPOINTMENT OF MR. JOHN BARILARO AS SENIOR TRADE AND INVESTMENT COMMISSIONER TO THE AMERICAS**

**CONTEXT**

I have done my best to answer your questions below, which relate to the appointment of Mr Stephen Cartwright as NSW Agent-General to the United Kingdom.

I ask the Committee to understand that I do not have access to any documentation such as emails, file notes, diaries etc therefore cannot state specific dates. I am able to comment on broader timelines. Having said that, I am presently in Melbourne attending to my dying mother. I am not going to pretend that my recollection in these impaired circumstances is crystal clear.

The date I do remember well is 8 March 2021. I was attending Budget Estimates with then Treasurer Perrottet when I received an email from Ms Amy Brown, enclosing a Brief from Ms Brown to Premier Berejiklian. The Brief requested the transfer of all Global NSW responsibility to Investment NSW in the Department of Premier & Cabinet. This included all components of the strategy, people and budget. The Brief had been approved by the Premier. Whilst I thought the means of communicating the transfer was somewhat unusual (i.e. no prior discussion, no meetings, no phone conversations etc), I respected the right of the Premier as Head of State to be the designated leader of trade and investment in NSW.

The transfer of Global NSW occurred during March/April of 2021. The only task which remained within my portfolio (and by agreement with Investment NSW and Premier & Cabinet) was for the selection panel to complete the selection process for the Agent-General in the UK & Europe and the Senior Trade Commissioner in North East Asia/Japan. The panel comprised myself, Mr Tim Reardon, Secretary, Premier & Cabinet and Mr Warwick Smith, recognised expert in all matters Trade at an executive level. I recollect that the panel completed the process towards the end of March/early April and the panel decisions were:

- Mr Stephen Cartwright for Agent-General UK & Europe
- Mr Mike Newman for Senior Trade Commissioner North East Asia and Japan

Both of these approvals were then passed to Investment NSW for remuneration negotiation and their appointments. The panel had completed their job and I had no further engagement beyond this point.

**Q1. The selection process which led to the selection of Mr Paul Webster as the preferred candidate for the role of NSW Agent-General to the United Kingdom**

I was a member of the selection panel. I am not clear on what this question asks. Preferred by whom, and when? Mr Webster was a strong candidate with deep experience in transactional trade and administration, however the selection panel questioned whether Mr

Webster was ready to step up to the Agent-General role which carried significantly higher levels of executive representation, influencing and stakeholder management.

**Q2. The selection process which led to the replacement of Mr. Paul Webster as the preferred candidate for the role of Agent-General to the United Kingdom with Mr. Stephen Cartwright**

The premise of the question is incorrect as there was no “replacement” of Mr Paul Webster with Mr Cartwright as set out in Question 1. Both candidates were put through the selection process.

**Q3. All conversations you had with the Treasurer and/or the Deputy Premier about the above 2 processes**

In respect to the Deputy Premier, I can only recollect that he recommended Mr Cartwright into the process. I do not recollect the terms of the specific conversation. However, he was the Trade Minister and had every right to recommend candidates into the selection process provided he had no further involvement in the process and did not seek to influence selection panel members in any way. To the best of my recollection, he had no further engagement beyond recommending Mr Cartwright. Mr Cartwright went through the selection process with each of the other candidates.

In respect to the then Treasurer, I do not recollect that he had any involvement other than that I updated him from time to time on progress as I did with all matters “across my desk”. I do not recall any specific conversations.

**Q4. The negotiations had with Mr Stephen Cartwright over his total remuneration package with Investment NSW for the Agent General in London role**

I had no role in the negotiations of remuneration with Mr Cartwright as this was the responsibility of Investment NSW.

Michael Pratt AM

9 September 2022

## Re: UPDATE - NSW Agent-General Final Shortlist - Round 2

---

**From:** Marianne Broadbent  
**To:** Kristy Manton  
**Cc:** Jenny West Natalia Milicevic

**Date:** Mon, 14 Dec 2020 13:00:13 +1100

Will check this evening with him. thanks M

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Kristy Manton  
**Date:** Monday, 14 December 2020 at 11:52 am  
**To:**

**Cc:** Jenny West Natalia Milicevic

**Subject:** FW: UPDATE - NSW Agent-General Final Shortlist - Round 2

Hi Marianne

Can you please confirm if either of these dates work for a Paul, Mike discussion

Jenny- Will you attend?

K

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**From:** Zalie Harrison  
**Sent:** Monday, 14 December 2020 11:50 AM  
**To:** Jenny West  
**Cc:** Tamara Desmond Kristy Manton

**Subject:** RE: UPDATE - NSW Agent-General Final Shortlist - Round 2

Thanks Jenny,



Mike can do 7:45 AM for 15 minutes on either Tuesday December 22<sup>nd</sup> or Wednesday December 23<sup>rd</sup>

Once the date has been locked in and confirmed with the candidate can you please send through the complete hiring pack and contact details

Many thanks  
Zalie

**From:** Jenny West  
**Sent:** Friday, 11 December 2020 1:27 PM  
**To:** Michael Pratt  
**Cc:** Tamara Desmond  
Zalie Harrison  
Kristy Manton  
**Subject:** Re: UPDATE NSW Agent General Final Shortlist - Round 2

Mike

Further to this email. Paul Webster is now the final preferred candidate. We have conducted reference checks and they are outstanding

Zalie - can you please let me know when Mike might have time for a quick phone call with Paul in the UK

Kristy - can you please go back to Marianne Broadbent with an update on next steps and the process

Many thanks

Jenny

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**From:** Jenny West  
**Sent:** Monday, December 7, 2020 5:59:54 PM  
**To:** Michael Pratt  
**Cc:** Tamara Desmond  
Kristy Manton  
**Subject:** UPDATE - NSW Agent-General Final Shortlist - Round 2

Mike

As discussed, please find attached the final recommendation in regards to the NSW Agent General role in London.

I have interviewed Paul Webster who was very strong with deep Trade & Investment knowledge across both the UK and Europe.

The other candidate who has just come up as a potential candidate through connections is  
He is wanting to stay in London and at the moment might have to relocate to Sydney with  
(Linked In profile attached) – strong investment background.

I will grab a quick 5 minutes this week to discuss next steps but wanted you to have full visibility of where we are at with this important role

Thanks Jenny

**From:** Marianne Broadbent  
**Sent:** Wednesday, 2 December 2020 4:34 PM  
**To:** Jenny West  
**Cc:** Kristy Manton melinda carbone

**Subject:** NSW Agent-General Final Shortlist - Round 2

Jenny

Greetings. As per our discussions in relation to 'Round 2' of the sourcing, research and interviewing for the Agent-General role we have attached the final Shortlist Recommendations. The key recommendation is that Paul Webster is the strongest candidate. He has a highly relevant background for the role, the right level of experience, a very good mix of commercial and government experience, and strong networks in the UK and Europe.

In coming to this conclusion re Paul Webster we note the following:

- We have completed extensive further sourcing and sourcing.
- We re-approached all potential candidates and virtually sources from Round 1 (including those who were non-responsive).
- We had a lot of very helpful input.
- We interviewed another five candidates who came well recommended. However they did not measure up to the criteria in the way that Paul does.
- Paul Webster was recommended by multiple sources as a highly relevant candidate.

We have maintained contact with Paul throughout the year to keep him in the candidate pool. He remains keen but will need a decision soon due to the nature of the business cycle and some major pending work in the UK.

Let's know if there is anything else we can do at this stage.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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## Next Steps - Following Interview tomorrow - Secretary Brief for UK Agent General

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**From:** "jenny west"  
**To:** Michael Pratt  
**Cc:** Kristy Manton

Tamara Desmond  
Zalie Harrison

**Date:** Mon, 21 Dec 2020 08:55:17 +1100

**Attachments:** NGS\_NSWTreasury\_AgentGen\_WebsterP\_CV.pdf (389.45 kB); Webster- Interview notes.docx (21.98 kB)

Mike

Please find attached next steps if you decide to agree to proceed with Paul Webster tomorrow morning.

**Objective:** To provide a status update on the appointment of the NSW Agent General - UK, Europe and Israel

**The Process:** NSW Treasury engaged NGS Global to conduct Executive search for the NSW Agent General and the panel has now concluded the interview process and are recommending Mr Paul Webster for review and endorsement by yourself and the Treasurer.

Recommendations for the Treasurer:

1. **Note** the status of the NSW Agent General executive search;
2. **Advise** if the Treasurer, Premier and Deputy Premier request to speak to the preferred candidate Mr Webster, prior to his appointment going to Cabinet for approval.
3. **Advise** if you would like us to arrange a catch up with the Hon George Brandis QC, Australia's High Commissioner to the UK (following our meeting)
4. **Review and endorse** the appointment of Mr Paul Webster which will proceed to cabinet for final approval.

### Recruitment of the UK Agent

As part of the NSW Global strategy and revamping of the NSW international network, the NSW Government announced the intended appointments of an Agent General based in London and five NSW Senior Trade & Investment Commissioners in Mumbai, New York, Shanghai, Singapore and Tokyo.

NGS Global was engaged by NSW Treasury to undertake the executive search for the Agent General role.

### Recruitment process undertaken for the UK Agent General role:

- § External print advertising was placed in the Australian Financial Review on 13 December 2019 and the Financial Times on 12 December 2019. The advertisement was available online for both versions of the publications until 27 January 2020.
- § NGS Global provided Treasury with a short list of candidates recommended for interview.

§ A panel was convened to interview seven candidates (one candidate withdrew). The panel was led by Michael Pratt Secretary, Treasury with panel members Tim Reardon Secretary, Department of Premier and Cabinet, Kim Curtain Interim Deputy Secretary, NSW Treasury and the Hon Warwick Smith AO; Chairman, Australian Capital Equity Group Advisory Board, Chairman, ANZ (NSW & ACT), Chairman, Australia-China Council and Chairman, NSW Export and Investment Advisory Panel.

§ The panel conducted capability behavioural based interviews with a focus on the following areas:

- Extensive experience at a senior executive level in international business or across government and strong commercial acumen
- Deep understanding of how businesses make investment decisions, trade and investment facilitation and market awareness in the global economic environment
- Ability to represent an organisation with authority and credibility, including strong communication skills and an ability to engage and negotiate with diverse stakeholders
- Demonstrated strategic leadership and influencing experience with the ability to lead a culture of collaboration

**Applicant recommended for endorsement by the Treasurer:**

§ Following the interview process the panel recommends that the Treasurer endorse the appointment of Mr Paul Webster to the role of UK Agent General.

**Attachment A** - Mr Webster's CV

**Attachment B** - Interview Notes - Mr Paul Webster

§ Proposed Remuneration package of 250GBP + 20% STI. Package of 300 GBP.

§ A start date requires negotiation due to sensitivities in his current role.

**Next steps**

§ Executive clearances have now commenced for Mr Webster including referee checks, criminal record check and ASIC search.

§ Once Mr Websters' appointment is endorsed his appointment will need to be proposed to cabinet by the Premier, Deputy Premier and Treasurer.

§ In addition we will also need to have him meet with the Hon George Brandis QC, Australia's High Commissioner to the UK

Please reach out if you have any further questions

Jenny



Treasury

**Jenny West | Deputy Secretary**  
**Trade**  
**Global NSW**

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PO Box 5469, Sydney, NSW 2001

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[j.west@treasury.nsw.gov.au](mailto:j.west@treasury.nsw.gov.au)

**RE: Confidential - Paul Webster (follow up meetings)**

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**From:** Natalia Milicevic  
**To:** Jenny West  
**Cc:** Kristy Manton  
**Date:** Thu, 24 Dec 2020 12:08:41 +1100

Jenny – Not a problem.

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**From:** Jenny West  
**Sent:** Thursday, 24 December 2020 12:05 PM  
**To:** Natalia Milicevic  
**Cc:** Kristy Manton  
**Subject:** Confidential - Paul Webster (follow up meetings)

Natalia

In the new year I will need your help in pulling these meetings together for the potential Agent General role in London.

Please keep this to yourself.

Thanks Jenny

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**From:** Danusia Cameron  
**Sent:** Thursday, 24 December 2020 12:00 PM  
**To:** Jenny West  
**Cc:** Cathy Aston  
**Subject:** RE: Paul Webster (follow up meetings)

Hi Jenny –

Thanks v much for checking, we had assumed your team would take the lead on these arrangements (and we were cc'd to stay informed) – but please let us know if need our assistance.

Thanks also for the time yesterday afternoon, I'm continuing to pull data / issues together, so the LT can have a deep and informed discussion to solve the briefs challenge early next year.

Cheers  
Danusia



**Treasury**

**Danusia Cameron**  
**Director**  
**Office of the Secretary**

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

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**From:** Jenny West  
**Sent:** Thursday, 24 December 2020 11:42 AM  
**To:** Danusia Cameron  
**Subject:** Paul Webster (follow up meetings)

Danusia

Just checking on this one. Will you lead the appointments or do I need to set these up?

Thanks Jenny

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**From:** Michael Pratt  
**Sent:** Tuesday, 22 December 2020 9:50 AM  
**To:** Jenny West  
**Cc:** Cathy Aston Danusia Cameron  
**Subject:** Paul Webster

Hi Jenn,

Please now move ahead with Paul, great that he is still very keen.

After Christmas –

- 1<sup>st</sup> interview with Treasurer
- Then Premier and Deputy Premier separately in whatever order you can arrange, please ensure you advise DP that we have a strong candidate and are lining up for him to meet early new year.
- Early new year do letter from Premier to Foreign Minister for reestablishment of role
- Paul to meet G Brandis after above interviews

This may all take approx. 2-3 months so time not an issue given Paul's current commitments. And also High Commissioner comments about mid year announcement, let's see how all of this goes but we may well be into April before all this is done so perhaps he starts "quietly" with big announcement in July? Also Treasurer may want to be in London for the announcement so with CoVid etc who knows at this point.

Also can you start looking at rem, package etc

Cheers Mike

**Michael Pratt AM | Secretary**

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## RE: Next Steps - Following Interview tomorrow - Secretary Brief for UK Agent General

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**From:** Michael Pratt  
**To:** Jenny West  
**Cc:** Zalie Harrison  
**Date:** Mon, 28 Dec 2020 15:03:10 +1100

Thanks Jenny, next step brief to Treasurer and set up interview towards end of January on his return.  
Cheers Mike

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**From:** Jenny West  
**Sent:** Monday, 21 December 2020 3:40 PM  
**To:** Michael Pratt  
**Cc:** Kristy Manton  
Jo Blackwell  
Zalie Harrison

**Subject:** Next Steps - Following Interview tomorrow - Secretary Brief for UK Agent General

Mike

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**Next steps**

- § Executive clearances have now commenced for Mr Webster including referee checks, criminal record check and ASIC search.
- § Once Mr Websters' appointment is endorsed his appointment will need to be proposed to cabinet by the Premier, Deputy Premier and Treasurer.
- § In addition we will also need to have him meet with the Hon George Brandis QC, Australia's High Commissioner to the UK

Please reach out if you have any further questions

Jenny



**Treasury**

**Jenny West | Deputy Secretary**  
**Trade**  
**Global NSW**

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[j.west@treasury.nsw.gov.au](mailto:j.west@treasury.nsw.gov.au)

**Re: Update re Agent General approval process**

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**From:** Marianne Broadbent  
**To:** Evelina Polura  
**Cc:** Kristy Manton  
**Date:** Thu, 14 Jan 2021 17:34:28 +1100

Thanks much Evelina, really appreciate the update. Yes I spoke with Paul after he spoke with Mike and he felt really good about that. Let's hope everything continues to progress.

All the best. Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**From:** Evelina Polura  
**Date:** Thursday, 14 January 2021 at 5:22 pm  
**To:**  
**Cc:** Kristy Manton  
**Subject:** Update re Agent General approval process

Hi Marianne,

Happy new year and hope you had a nice break.

You are probably aware that Kristy is on leave until the end of January, so in her absence I just wanted to touch base and give you a very quick update regarding Paul Webster's recruitment and approval process.

We are currently arranging for the meetings with the Premier, Dep Premier and Treasurer ahead of the next cabinet meeting on 1<sup>st</sup> of Feb, so we can hopefully put his nomination up for Cabinet approval on that date. As we have already noted, after that there will probably be another 6 weeks or so of the process to go.

I know this timing will affect when Paul is able to give notice to his current employer, but at least the meeting with Mike went well and he gave Paul some certainty and made him aware of, and comfortable with, the timeframes involved.

I will be in touch again as soon as I have any updates or further progress to report.

Regards,



**Evelina Polura | HR Business Partner |  
Human Resources**

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



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**From:** Kristy Manton  
**Sent:** Wednesday, 23 December 2020 3:19 PM  
**To:** Evelina Polura  
**Subject:** FW: Contacts over the holiday break

**From:** Marianne Broadbent  
**Sent:** Wednesday, 23 December 2020 3:17 PM  
**To:** Jenny West  
**Cc:** Grant Nichol  
Natalia Milicevic  
Kristy Manton  
**Subject:** Contacts over the holiday break

Jenny and Kristy and Natalia

Just a quick note to update you on a couple of things.

- A/G London Paul Webster – Paul was very pleased with the session with Mike P and Paul understands the time frame. I think hearing from Mike that he was the preferred candidate was great. Paul also share with Mike that he knows H.C. Brandies and also expects the people in the UK Govt who need to give the OK know Paul too. He understand the timeframe and is OK with that.
- I am on vacation from 24/12 and back on 14 Jan. My colleague Grant Nichol is working through from 4 January so please feel free to contact him (+61 409 864 4990), and if any issues just text me. Not planning to get caught in any bushfire areas this time, so the mobile should work.
- As you know, Melinda decided to take a career break and left us on Dec 18 after seven years. So after 14 Jan, Kristy or Natalia should just contact me direct re any arrangements. We expect to have Melinda's replacement starting 18 January.

Trust you are each able to have some sort of break over the holidays – know you have had a very demanding year. One of clients suggested that she would like to have a really boring year in 2021!

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**RE: Outstanding Info for the DP**

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**From:** Joseph Brayford  
**To:** Zalie Harrison  
**Cc:** Jenny West  
**Date:** Mon, 25 Jan 2021 14:40:21 +1100

Wonderful – thank you Zalie

I will get some times for the Deputy Premier to meet Mr Webster. However, to assist, would the mornings be best for him? We do not want to offer times that would be unreasonable for Mr Webster.

Thanks  
Joseph

---

**From:** Zalie Harrison  
**Sent:** Monday, 25 January 2021 12:23 PM  
**To:** Joseph Brayford  
**Cc:** Jenny West  
**Subject:** RE: Outstanding Info for the DP

Hi Joseph,

Lovely to hear from you, I hope this email finds you well?

Treasury engaged NGS Global to conduct Executive search for the NSW Agent General and the panel has now concluded the interview process and are recommending Mr Paul Webster for review and endorsement.

Please find attached:

- Resume of Paul Webster
- Job Description
- Interview Notes

I'm hoping to be able to narrow down more precise window of availability over the coming days but happy to be guided by yourself on the Deputy Premiers availability. The candidate, Mr Webster is UK based so hours are sometimes a bit tricky but Mr Webster is very accommodating.

Please let me know if there are any dates and times you would like me to explore with Mr Webster

Many thanks and kindest regards  
Zalie



**Treasury**

**Zalie Harrison | EA to Secretary**  
NSW Treasury

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**From:** Joseph Brayford  
**Sent:** Monday, 25 January 2021 11:59 AM  
**To:** Zalie Harrison  
**Cc:** Jenny West  
**Subject:** RE: Outstanding Info for the DP

Hi Zalie/Jenny

Can we please be provided time options for the proposed Agent-General meeting?

We are going to be very limited with the Deputy Premier's availability over the next few weeks – further, can we get resume's and supporting documents prior to landing a time?

Thanks

**Joseph Brayford**  
Senior Policy Adviser  
Office of The Hon. John Barilaro MP  
Deputy Premier, and Minister for Regional New South Wales, Industry and Trade

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**From:** Jenny West  
**Sent:** Monday, 18 January 2021 2:43 PM  
**To:** Zalie Harrison  
**Cc:** Joseph Brayford  
**Subject:** Outstanding Info for the DP

Zalie

Can you please schedule a time with Joseph for the Deputy Premier to meet with the proposed candidate for the UK Agent-General role.

Joseph – just so you are aware they will also be meeting with the Treasurer and Hon George Brandis. Zalie is arranging this for me directly due to the Confidentiality of the Candidate / Information and will come back to arrange a time.

Please be aware that none of my direct reports / team is aware of who the candidate is currently which is why I have not send anything through yet.

Thanks Jenny

**From:** Joseph Brayford  
**Sent:** Friday, 15 January 2021 3:25 PM  
**To:** Jenny West  
**Subject:** Outstanding

Hi there

Apologies if this is a Friday memory dump, however, there are a few things on my mind, and your email earlier prompted me.

Can the below please be followed up:

- Details for the Vietnam appointment. I understand discussions took place between Treasury's media team and the Deputy Premier's. If Treasury prepared any supporting documents (for example a media release), I would like this sent over to me.
- Details for the Agent-General appointment - If a candidate has been identified, I would like their details.
- Timelines – the Deputy Premier approved the amended timelines (attached) and kept an eye on things. He was disappointed when Treasury brought the initial delay to his attention, and I fear slippage from the already delayed timeframes is occurring.
- PPE grants – Our media team informs me that an announcement is held up regarding these. Now is the opportune time to announce, therefore we need the bottleneck removed.
- (more of an FYI) Next week I will follow up on the Wine MoU.
- Industry Support Package – I returned a few amendments to Kylie and the team. I want to brief the Deputy Premier next week with a complete, costed, policy.

I think that is all for the time being.

Thanks

Joseph

**Joseph Brayford**  
Senior Policy Adviser  
Office of The Hon. John Barilaro MP  
Deputy Premier, and Minister for Regional New South Wales, Industry and Trade

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## RE: Interview NSW Agent General - UK, Europe and Israel

---

**From:** Zalie Harrison  
**To:** Charis Ombico  
**Cc:** Jenny West  
**Date:** Tue, 09 Feb 2021 15:00:49 +1100  
**Attachments:** Preferred candidate- STIC North Asia (1.19 MB)  
:

Hi Bran, C

I hope this email finds you both well

I just wanted to check in and offer my assistance with getting this interview/meeting in the calendar, please let me know if there are any other details I can provide.

Christine in your office has also reached out to Jenny West and Kylie Bell asking for an update on where the Trade Commissioner Appointments are up to so I just wanted to assure everyone that this is in the works 😊

Also quick update – we have identified a preferred candidate for the North Asia role (based in Tokyo) – If possible it would be good to lock in a time for them as well. This candidate is located in Sydney so we can hold the meeting in person or virtually, I'll be guided by you on preference. Please find the candidates details attached:

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

NGS Global will be sending through the interview notes this week, once I have received I will forward these through.

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

Many thanks and kindest regards  
Zalie

---

**From:** Zalie Harrison  
**Sent:** Wednesday, 27 January 2021 5:53 PM  
**To:** Charis Ombico  
**Cc:** Bran Black  
**Subject:** RE: Interview NSW Agent General - UK, Europe and Israel

Hi C!

Deputy Secretary, Jenny West has kindly sent through the attached email with details from the recruitment agency NGS Global including the shortlist.

Jenny also mentions that she's happy to discuss if required

Please let me know if there are any other details I can provide

Many thanks

Z

---

**From:** Charis Ombico  
**Sent:** Monday, 25 January 2021 6:19 PM  
**To:** Zalie Harrison  
**Cc:** Bran Black  
**Subject:** Interview NSW Agent General - UK, Europe and Israel

Hi Z

Before proceeding to scheduling in an 'e-meeting' between the TSR and Mr Paul Webster.

The Treasurer has requested a 'short list' of the other candidates that were interviewed, together with a copy of their resume.

When the info is available, could you please send to me and I'll forward to the Treasurer for his attention.

Many thanks  
Charis

---

**From:** Zalie Harrison  
**Sent:** Tuesday, 12 January 2021 1:21 PM  
**To:** Charis Ombico  
**Subject:** NON URGENT/FOR YOUR RETURN | Interview NSW Agent General - UK, Europe and Israel

Hey C!

Happy New Year, I hope you managed to have a wonderful well-deserved break  
Thank you so much for keeping me up to date with all the cabinet meetings whilst I was on leave, greatly appreciated!

Treasury engaged NGS Global to conduct Executive search for the NSW Agent General and the panel has now concluded the interview process and are recommending Mr Paul Webster for review and endorsement by the Treasurer.

Please find attached:

- Resume of Paul Webster
- Job Description
- Interview Notes

Can you please let me know if the Treasurer is available to meet via MS Teams with Mr Webster? Mr Webster is UK based so hours are sometimes a bit tricky but Mr Webster is very accommodating.

I have included his details below but I am more than happy to tee this up for us

Paul Webster  
Managing Director

for International Investment Services

Sing out if there's any additional info I can provide

Many thanks

Z



**Treasury**

**Zalie Harrison | EA to Secretary**  
NSW Treasury

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

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Unit 2, 38-44 Doody Street, Alexandria NSW 2015



**Re:**

---

**From:** Jenny West  
**:**  
**To:** Stephen Cartwright  
**Date:** Mon, 12 Apr 2021 13:04:59 +1000

Stephen

Thanks for the note. I will loop back with Marianne now and come back

Thanks Jenny

Get [Outlook for iOS](#)  
**From:** Stephen Cartwright  
**Sent:** Monday, April 12, 2021 12:35 pm  
**To:** Jenny West  
**Subject:**

Good afternoon Jenny

I hope you had a great weekend.

I was just wondering if you might let me know how things are progressing re the AG role as I am being approached by a number of organisations who are seeking a CEO, Board Director or Consultant, and I am pushing them all off to avoid making any commitments that I am unable to keep.

Any advice you can give me on the timeline would be greatly appreciated.

Kind regards

Stephen

Sent from my iPhone

**Re: London**

---

**From:** Jenny West  
**To:** Michael Pratt  
**Date:** Fri, 23 Apr 2021 17:20:39 +1000

Trying to finalise package with Tim Reardon / Amy. We got legal advice and will have to get an exemption for London given package  
I will send separate email and followed up with Amy again today. Wouldn't mind you giving Tim a nudge from your end as well  
Thanks Jenny  
Get [Outlook for iOS](#)  
**From:** Michael Pratt  
**Sent:** Friday, April 23, 2021 5:04:05 PM  
**To:** Jenny West  
**Subject:** London

Hi Jenny,  
Just wondering where we are at with Stephen Cartwright? Cheers Mike

**Michael Pratt AM | Secretary****Treasury**

52 Martin Place, Sydney (enter via 127 Phillip Street)  
GPO Box 5469, Sydney NSW 2001  
T: 02 9228 5440 | M: 0477 641 273

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EA:

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*Treasury acknowledges the traditional owners of the lands of the Gadigal people of the Eora nation, and their continuing connection to land, water and community. We pay our respects to them and their cultures and to elders past, present and emerging.*

**Fw: Catch up**

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**From:** Stephen Cartwright <Sensitive>  
**To:** Lorraine Suka  
**Date:** Thu, 11 Aug 2022 19:47:51 +1000  
**From:** Zalie Harrison  
**Sent:** Friday, 12 February 2021 8:52 AM  
**To:** Stephen Cartwright <Sensitive>  
**Subject:** RE: Catch up

Perfect, thanks so much

I hope you enjoy a wonderful Friday

Thanks again  
Zalie

---

**From:** Stephen Cartwright <Sensitive>  
**Sent:** Friday, 12 February 2021 8:33 AM  
**To:** Zalie Harrison  
**Subject:** Re: Catch up

Good morning Zalie

I completely understand - Mike has a lot on his plate.

Friday 19th works best for me if that is ok?

Kind regards

Stephen

Sent from my iPhone

On 12 Feb 2021, at 8:09 am, Zalie Harrison

wrote:

Good morning Mr Cartwright

I hope this email finds you well

Sincerest apologies for the cancellation of today's breakfast meeting – would you be available next Thursday (18.02) or Friday (19.02) for me to reschedule this to?

Happy to explore other dates and times with you

Many thanks and kindest regards  
Zalie

---

**From:** Zalie Harrison  
**Sent:** Tuesday, 2 February 2021 9:12 AM  
**To:** Stephen Cartwright <Sensitive>  
**Subject:** RE: Catch up

Thank you so much for your speedy response!  
I have sent through a calendar invitation including the below details  
[www.bondcafe.com.au](http://www.bondcafe.com.au)  
Bond Café is nestled in the assembly of 52 Martin Place – enter via 111 Phillip Street, Sydney  
Reservation Number: 58549903030  
Reservation held under: Michael Pratt

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

I hope you enjoy a wonderful day

Kindest regards  
Zalie

---

**From:** Stephen Cartwright <Sensitive>  
**Sent:** Tuesday, 2 February 2021 9:07 AM  
**To:** Zalie Harrison  
**Subject:** Re: Catch up

Thanks so much for organising this Zalie.

Friday 12 Feb at 7:45am works well for me.

Please let me know a location that works for Mike and I will be there.

Kind regards

Stephen

Sent from my iPhone

On 2 Feb 2021, at 8:21 am, Zalie Harrison wrote:

Morning Mr Cartwright,

I hope this email finds you well. Please accept my sincerest apologies for my delayed response.

The Secretaries upcoming availabilities noted below:

Friday February 12 <sup>th</sup>	7:45 AM	Breakfast Meeting
Tuesday February 16 <sup>th</sup>	7:45 AM	Breakfast Meeting
Thursday February 18 <sup>th</sup>	7:45 AM	Breakfast Meeting

Please let me know if I can explore alternative dates and times with you

Many thanks and kindest regards  
Zalie

---

**From:** Stephen Cartwright <Sensitive>  
**Sent:** Thursday, 28 January 2021 9:12 AM



**To:** Zalie Harrison  
**Subject:** FW: Catch up

Good morning Zalie

I hope you had a great Australia Day.

I sent the email below to you last Friday but I got a bounce back message so not sure if it actually got through.

Could you please let me know if you receive this email?

Thanks

Stephen

Sent from [Mail](#) for Windows 10

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**From:** [Stephen Cartwright](#)  
**Sent:** Friday, 22 January 2021 12:28 PM  
**To:** [Zalie Harrison](#)  
**Subject:** Catch up

Good morning Zalie

Firstly, thank you for setting up the Teams meeting with Mike this morning – it is most appreciated.

Secondly, Mike suggested that he and I should grab a coffee soon to discuss my plans for 2021 and beyond so I would be grateful if you could let me know when he might be able to fit that into his busy schedule?

I am away on Monday but can do almost any morning after 10am from Wednesday onwards.

Thanks Zalie.

Kind regards

Stephen

Sent from [Mail](#) for Windows 10

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**FW: NSW A/G Interview - Panel Questions**

---

**From:** Kristy Manton  
**To:** Simon Anderson  
**Date:** Wed, 17 Mar 2021 12:49:19 +1100

---

**From:** Marianne Broadbent  
**Sent:** Wednesday, 17 March 2021 12:02 PM  
**To:** Zalie Harrison

Jenny West

Kristy Manton

**Cc:** Lynne Clements  
**Subject:** Re: NSW A/G Interview - Panel Questions

Thanks Zalie. I have advised Stephen.

For Information and action as necessary - Stephen was in turn keen to advise that he is also involved in another process in state government, and that, as he understands it, a recommendation is going to Cabinet on 29 March. He believes Mike Pratt is aware of this, but was hoping the meeting would go ahead today so he could have further discussions re timeline etc.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Zalie Harrison  
**Date:** Wednesday, 17 March 2021 at 11:39 am  
**To:**  
**Subject:** RE: NSW A/G Interview - Panel Questions

Jenny West

Kristy Manton

Good morning Dr Broadbent,

Many thanks for sending this through. I have already compiled folders including the questions assigned to each panel member.

Regretfully, we will have to postpone today's interview. I am sincerely sorry to do this again. Please pass along our apologies to the candidate as well.

I will be back in touch when I can find a new time and date that all panel members can accommodate

Sorry again

Kindest regards  
Zalie

---

**From:** Marianne Broadbent  
**Sent:** Wednesday, 17 March 2021 10:27 AM  
**To:** Jenny West Kristy Manton  
**Cc:** Zalie Harrison  
**Subject:** NSW A/G Interview - Panel Questions

Jenny / Kristy / Zalie – not sure if new versions of these done, but this was the Interview Guide used for previous A/G candidates – if relevant, can you please provide to the Panel members.

Understand I am being connected in by someone calling me on my mobile – would appreciate if you can make sure that happens.

Thank Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**RE: Confidential - Follow Up**

---

**From:** Jenny West  
**To:** Michael Pratt Tim Reardon  
**Date:** Wed, 31 Mar 2021 15:46:22 +1100

Mike

Understood. I am catching up with Stephen tomorrow morning and will come back

Thanks Jenny

---

**From:** Michael Pratt  
**Sent:** Wednesday, 31 March 2021 11:57 AM  
**To:** Jenny West Tim Reardon

**Subject:** RE: Confidential - Follow Up

Thanks Jenny, please sit down with Stephen and get clarity on his requirements, then draft a package together for us to review. As discussed last night I do not believe his expectations (that I am aware of) are unreasonable in these circumstances but need to package up and look at overall ask etc 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:** Jenny West  
**Sent:** Wednesday, 31 March 2021 10:37 AM  
**To:** Michael Pratt Tim Reardon

**Subject:** Confidential - Follow Up

Mike and Tim

Further to the discussions with Stephen yesterday please find attached additional details around expectations.

Tim – can you please confirm you are comfortable with looking at how we progress on the basis of the below “asks”

I can then organise a time to loop back in with Stephen

Thanks Jenny

---

**From:** Marianne Broadbent  
**Sent:** Wednesday, 31 March 2021 10:28 AM  
**To:** Jenny West  
**Subject:** FW: Follow Up

Jenny – see below from Stephen confirming my comments yesterday. Have advised him you are working to have that meeting with him asap and we are progressing from our end with Referees etc. Can you confirm re the psychometrics (just one assessment from memory) that Michael and Paul have done.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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---

**From:** Stephen Cartwright  
**Date:** Wednesday, 31 March 2021 at 9:47 am  
**To:**  
**Subject:** RE: Follow Up

Thank you Marianne. I appreciate the feedback on the interview so quickly, and the outline of next steps. I am eager to have this process concluded asap.

I look forward to receiving the template from Lynne today and will return the completed version immediately.

The discussion with Jenny is an important one to have soon, and I would welcome your guidance on this matter. I will share with you some important conversations, in the strictest confidence, as these have shaped my expectations around the role, but I am uncertain how much of this has been, or will be, communicated to Jenny.

I would be grateful if you could please keep the content of these discussions between us for the moment.

When the Deputy Premier first asked me to consider the role back in early Feb, he and I had a very open and frank discussion about my circumstances (i.e I have been on a package of over \$800k for some years and have made financial commitments accordingly) and about his view



that the current package on offer was not attracting the right calibre of candidate. Apart from improving the base package (he mentioned low 5's), he indicated (privately of course) that he and the Treasurer had reached an agreement that the cost of suitable family accommodation (including cleaning etc) in an inner suburb of London could be taken care of by the NSW Govt outside of the salary package. He also suggested that, given I have kids in school here, and elderly parents who recently moved to Sydney to be close to us, I should propose how I believed I could make it all work (eg he understood that I cant move the kids until the end of the school year so would need to travel back and forth this year, and I will need to return to Sydney a couple of times each year to check on my elderly parents etc). His parting words were "you come back and tell us how it can be made to work for you."

I have discussed the role in confidence with our High Commissioner to NZ (as Patricia used to work for me, is one of my referees and is close to the Premier) and she indicated that the Federal Government takes care of all of her living expenses in NZ (eg home, cleaner, driver etc) so that her salary package can be used to service her financial commitments back in Australia (ie mortgage etc). When I discussed this approach with Warrick when we caught up for coffee some time ago he suggested that this is the normal way that governments support high level overseas diplomatic / trade posts.

When I met with Mike to discuss the role on 19 Feb, he said that he understood about the kids in school / elderly parents etc and was comfortable that I might spend a fair bit of this year here in Australia but travel to and from the UK as required (eg for the July trip by the Premier etc). I also shared with Mike that I am receiving other offers from the government (eg I have recently been offered the Chairmanship of TAFE NSW by another Minister) and from the private sector, and that I have been stalling them as best I can, but that I would need to lock down a start date sooner rather than later (I think I suggested I would like to commence at the latest by 1 May).

So, in light of all of this, I would welcome your views on the best way to navigate this delicate discussion with Jenny. I don't know how much of the above she knows, and I don't want to directly disclose my discussions with the DP etc, or be accused of being unrealistic or playing hard ball in the negotiations, but my participation in the process to date has been shaped by these expectations and I cant hold off other offers for too much longer so I need a degree of certainty on this role asap.

I am happy to discuss over the phone if you would prefer but I am keen to get your thoughts on the best way to proceed with Jenny.

Kind regards

Stephen

Sent from [Mail](#) for Windows 10

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**From:** [Marianne Broadbent](#)  
**Sent:** Tuesday, 30 March 2021 9:42 PM  
**To:** [Stephen Cartwright](#)  
**Cc:** [Lynne Clements](#)  
**Subject:** Follow Up

Stephen, as you might have gleaned, the interview went well today and so we are now progressing things to the next stage which is great. This includes reference checks and Lynne will provide you with a template to complete for these. I know you listed a number of referees, but



the process usually involves a manager/supervisor (someone to whom you have reported), a peer or stakeholder, and a direct report. Will leave you to work out the best people, but know the panel is keen to include Nola Watson in the referees. There will also likely be the standard psychometric that Trade uses for roles at this level. Will confirm that in the next couple of days. And understand that Jenny West will set up a time to talk with you re other arrangements.

Regards Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

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**STIC Proposed Arrangements – as at 12 April, 2021**

Following discussions with Investment NSW and NSW Treasury officials, we understand that the following arrangements will be put in place (though subject to final confirmation at this stage).

- Salary + Super package of about \$Au450k, paid in local currency
- Appropriate temporary accommodation till longer term arrangements are found
- Reasonable relocation expenses
- Reasonable travel between the STIC location and Sydney as required
- Travel on an Official Government Passport
- Assistance regarding Visa arrangements

The appointment would commence with a two month induction period based in Sydney which would enable the incoming A-G to be fully familiar with NSW personnel, programs and processes. Any other arrangements that might be specific to a posting will be discussed and agreed with the preferred candidate.

Note that on shore there is support team to assist in developing target and pipeline opportunities.

Concurrently, Investment NSW has secured the services of Deloitte to assist putting local arrangements in place, with Freehills for legal services support and Cushman & Wakefield for facilities support.

Each STIC will also be supported by other in-region appointments and satellite offices which are currently be decided and finalised.

**NSW Agent-General Proposed Arrangements – as at 12 April 2021**

Following discussions with Investment NSW and NSW Treasury officials, we understand that the following arrangements will be put in place (though subject to final confirmation at this stage).

- Salary + Super package of \$600k
- Significant contribution to accommodation, understanding that a well-located three bedroom residence is required
- Appropriate temporary accommodation till longer term arrangements are located
- Significant contribution to school fees for dependent children
- Reasonable relocation expenses
- Reasonable travel between the UK and Sydney as required

The appointment would commence with a two month induction period based in Sydney which would enable the incoming A-G to be fully familiar with NSW personnel, programs and processes.

Note that on shore there is support team to assist in developing target and pipeline opportunities.

Concurrently, Investment NSW has secured the services of Deloitte to assist putting local arrangements in place, with Freehills for legal services support and Cushman & Wakefield for facilities support.

Each STIC will also be supported by other in-region appointments and satellite offices which are currently be decided and finalised.

## AG London - Candidate Endorsement

---

**From:** Jenny West  
**To:** Bran.Black  
**Cc:** Amy Brown  
**Date:** Thu, 13 May 2021 17:00:52 +1000

Tim Bayl

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 – Mr Stephen Cartwright – **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

**Sensitive**

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



**Investment  
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 you will read, respond or action it outside of your own regular hours.  
My workdays are: Mon | Tues | Wed | Thurs | Fri



## AG London - Candidate Endorsement

---

**From:** Jenny West  
**To:** Bran Black  
**Cc:** Amy Brown  
**Date:** Thu, 13 May 2021 17:00:52 +1000

Tim Bayl

Bran

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We are seeking to arrange for the **Treasurer and Deputy Premier to meet the preferred candidate** for the AG role – Mr Stephen Cartwright – **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

**Sensitive**

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**Investment  
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 you will read, respond or action it outside of your own regular hours.  
My workdays are: Mon | Tues | Wed | Thurs | Fri

**Fwd: STIC Americas - Confidential Shortlisting Documentation**

---

**From:** Kylie Bell  
**To:** Vanessa Grimm Chris Carr  
**Date:** Tue, 21 Jun 2022 07:50:34 +1000  
**Attachments:** NGS\_InvestNSW\_STIC\_Americas\_GroupA\_CVs.zip (1.07 MB);  
NGS\_InvestNSW\_STIC\_Americas\_GroupB\_CVs.zip (754.86 kB);  
NGS\_InvestmentNSW\_STIC\_Americas\_ShortlistRecommsReport\_210517.docx  
(180.58 kB)

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**From:** Amy Brown  
**Sent:** Monday, June 20, 2022 12:40:05 PM  
**To:** Kylie Bell Kelly Kwan  
**Subject:** FW: STIC Americas - Confidential Shortlisting Documentation

OFFICIAL

Confirming this was the first ever email I received on STIC Americas.

**Amy Brown**  
Secretary, Department of Enterprise, Investment and Trade  
Chief Executive Officer, Investment NSW

52 Martin Place, Sydney NSW 2000  
M Sensitive |

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

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.

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**From:** Marianne Broadbent  
**Sent:** Monday, 17 May 2021 2:42 PM  
**To:** Amy Brown

**Cc:** Mark Lelliott

Lynne Clements

Andrew Broadbent

**Subject:** Re: STIC Americas - Confidential Shortlisting Documentation

Amy and Mike

Greetings. Attached is the Shortlist Recommendations Report for the STIC Americas. Because of the candidate situation of which we understand you are both aware, we have provided this documentation to the two of you. The other two shortlists, India /Middle East, and Singapore/ASEAN were provided last Thursday 13/5 to Amy and Jenny.

In Group A we believe we have four good candidates each with strong experience across the region. You will note that there is one candidate who is also in Singapore/ASEAN List.

We have attached the CV/Application material for Group A and Group B. Let's know if you want those in Group C also.

Look forward to the SL meeting.

Regards  
Marianne B

Dr Marianne Broadbent  
MANAGING PARTNER

**NGS GLOBAL | AMERICAS • EUROPE • ASIA PACIFIC • AFRICA • MIDDLE EAST**  
Level 5 / 175 Collins Street, Melbourne, VIC, 3000

[www.ngs-global.com](http://www.ngs-global.com)

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## AG approval for London (Important)

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**From:** Jenny West  
**To:** Evelina Polura  
**Cc:** Kristy Manton, Tim Bayl, marianne.broadbent

**Date:** Fri, 18 Jun 2021 13:30:45 +1000

Evelina

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

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

Thanks Jenny

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

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



Selection Panel Report - SEB Recruitment												NGS Job Ref		J15744						
												Date of Panel Report		14-Dec-20						
Position Title	NSW Agent_General (UK, Europe & Israel)	Group	TTI & P	Division / Team	International Offices	Line Manager	Mike Pratt	Shortlisting Date/s	03-Feb-20	Interview Date/s	7 Feb, 11 Feb, 14 Feb and 19 Feb	TA	Select							
Position Type	Temporary Contract	Grade of Role	SEB 2 SEB 3	Role Number/s		No. of Position/s	1	No. of Applicant/s	65	No. Shortlisted	7	No. Interviewed	HR BP	Select						
Panel Interview (All Focus Capabilities or Capability Group/s Assessed)						Other Assessments (As determined appropriate for the role)		Online Assessments (Results not to be shared with candidates by Hiring Manager or Panel Members, refer HR for support)												
Candidates Names	Work Collaborative ly	Influence and Negotiate	Deliver Results	Think and Solve Problems	Manage and Develop People	Inspire Direction and Purpose						Cognitive Scores	Capability Potential	Executive Scenarios						
	Highly Advanced	Advanced	Highly Advanced	Highly Advanced	Highly Advanced	Highly Advanced						Verbal	Numerical	OPQ (Behavioural)	Managerial Judgement	Managing Objectives	People Management	Corporate Management		
Stephen Cartwright	Excellent	Excellent	Excellent	Excellent	Good	Excellent														
Personal Information																				
Recommended Candidate:																				
Cartwright, Stephen	<p>Stephen's relevance to the Agent-General role is the result of a combination of his experience, particularly as CEO of Business NSW for 11 years, as well as his personal attributes.</p> <p>At interview he demonstrated a strong understanding of, and experience in, influencing and negotiating, including the ability to bring together coalitions of people to achieve a common or shared purpose. Much of his professional life has involved negotiations and doing deals.</p> <p>He has a well-developed appreciation of the links between business and government, and government policy, to how to operate in the political environment. He has extensive networks in NSW Government and business circles and is accustomed to working at the highest levels of government, business and politics.</p> <p>Stephen's experience of international trade and investment has been focused on interactions with other Chambers of Commerce and their leaders in different parts of the world, including between the UK and Europe and Australia. His roles have provided him with extensive experience in representational roles.</p> <p>He has had experience in developing and growing a business through his 11 years developing and growing the Chandler Macleod Group. As with Business NSW, he grew Chandler Macleod significantly, to revenues of just on \$1bnm, with over 1,000 office staff and 6,000 field staff.</p> <p>With regard to his people leadership, Stephen noted that he 'leads from the front', inspires his teams and ensure that each person is clearly about where their role fits in. He holds people accountable, while also appreciates robust conversations.</p> <p>Stephen was keen to understand the nature of support and infrastructure that would come with this role.</p> <p>In summary, the Panel came to the view that Stephen had the gravitas, skills and experience required for this role. He was well connected and provided valued contributions to NSW in a number of significant ways. The Panel saw his career history as evidence of him being a 'team player'.</p> <p>Stephen was seen as a strong candidate for appointment to this role, and well satisfied the requirements for each level of the Focus Capabilities. Stephen is recommended for appointment to this role.</p>																			

	Background Checks Outcome?	1) Academic Quals Checked?	2) Reference Checks Reviewed?	Ideal Start Date (dd/mm/yyyy)	
Unsuccessful Candidates:					
Unsuccessful Candidates:					
<h1>Personal Information</h1>					

Selection Panel Report - SEB Recruitment												NGS Job Ref	J15744	
												Date of Panel Report	14-Dec-20	
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Position Type	Temporary Contract	Grade	SEB 2	Role		No. of	1	No. of	65	No. Shortlisted	7	No. Interviewed	HR BP	Select

# Personal Information

STRICTLY CONFIDENTIAL - PANEL MEMBERS and HR DISTRIBUTION ONLY

Version 1.1

# Personal Information

Withdrawn

# Personal Information

Panel Members	Full Name	Position Title	Employer	Group/Division/Team	Panel Lead Confirmation of Interview Panel Outcome	Date
Panel Lead	Mike Pratt	Secretary	Treasury		Select Appropriate Declaration from Drop Down Options	
Panel Member	Tim Reardon	Secretary	DPC			
Panel Member	Jenny West	Deputy Secretary	Investment NSW	Investment NSW		
Independent Panel Member	Warwick Smith	Chairman	Australian Capital Equity Group Advisory Board, Chairman, ANZ (NSW &			
Additional Member	Dr Marianne Broadbent/ Kym Fletcher	Managing Partner	NGS Global			

After completing all relevant sections of this Selection Panel Report, the Panel Lead is required to complete and date the declaration, above.



The chronologies which I will now provide, which I hope will assist the Committee, are based on my best recollections and on records that I hold. In terms of the recruitment process, after I completed my term as the CEO of the NSW Business Chamber in September 2020, I took a sabbatical over the spring/summer months before commencing the search for my next leadership role in February 2021. However, in December 2020, I was approached by New South Wales Minister, the Hon. Dr Geoff Lee, and asked if I would consider taking on the role of Chairman of New South Wales TAFE. The Minister was well aware that I had a keen interest in improving VET outcomes in New South Wales, that I understood the policy settings associated with this challenge and that I had practical experience as well, with the NSW Business Chamber operating a group training company and managing 40,000 apprentices under the largest Federal Government apprenticeship support program in the nation.

The Minister was also aware that I had recently completed my term as the Chairman of the New South Wales Government's International Education Advisory Board. I was very interested in this important TAFE chairmanship role, and discussions concerning my possible appointment continued through January, February and into March. Ultimately, I was unable to accept the TAFE chairmanship role due to my application for the role as the New South Wales agent general to London. On 17 February 2021 I attended a coffee meeting, which had been requested by the then Deputy Premier, John Barilaro. The Deputy Premier had asked me if I could introduce him to a board member from the NSW Business Chamber. After that board member left us, the Deputy Premier asked me if I might be interested in the UK agent general role. I was taken by complete surprise by his question because I had not heard much about the role since it was announced by Premier Berejiklian back in 2019 as part of the Global NSW strategy announcement.

During this conversation, the Deputy Premier asked me what package I had been on at the chamber. I told him that my base was about \$650,000 and that for the past few years, my annual bonuses had been about \$150,000. That is a total of about \$800,000. The Deputy Premier then said that the New South Wales Government would probably be offering a base in the low fives—that is, just above \$500,000—plus the usual support for offshore trade roles, such as the payment of rent and school fees. That is the same as for Austrade and for some of the other States. He said that the Government was keen to attract high-calibre people from the private sector who understood business and trade, who were passionate about New South Wales and who knew how to get business deals done.

I said that the role sounded interesting but that I needed to discuss it with my wife, as it was a very significant decision for our family to move to the other side of the world—especially with children still at school and elderly parents to consider—so I said that I would let him know as quickly as possible. We agreed to meet again the next day. On 18 February 2021 I met with the Deputy Premier in his office in Parliament House and I told him that I was interested in the role. He then made it clear during the meeting that he would immediately let the external recruiter know of my interest, that there was an established independent recruitment process to be followed and that he would not have any further involvement in the process. I was comfortable with this and I never once contacted him, spoke to him or heard from him again during the five-month recruitment process. Indeed, other than my conversations with Minister Lee concerning the chairmanship of TAFE, I did not contact, speak to or hear from any other politician during the five-month recruitment process.

On 19 February 2021 I had a previously postponed coffee catch-up with Treasury Secretary Mike Pratt to seek his advice on my broader career opportunities. I had served under Mr Pratt on the advisory board of Service NSW for four years and held him in very high regard, so I was seeking his advice on career options that I was considering. During this discussion I did ask him about the UK agent general role, as it was a role within Treasury. Mr Pratt gave me some general information about the role and about the Global NSW project and he encouraged me to "throw my hat in the ring" for the UK agent general role, as he thought I would be a "great candidate". I did briefly discuss some of my challenges, such as my children's schooling and my elderly parents, but he indicated that these were matters that could likely be resolved.

On 20 February 2021 I was contacted by Dr Marianne Broadbent from NGS Global, who explained that her firm was recruiting several international roles for Treasury and that she had been given my name by the New South Wales Government as a potential applicant for the UK agent general role. Dr Broadbent sent me an information pack on the role, which pleasingly showed that the role would report directly to Treasury Secretary Mike Pratt, but concerningly showed that the salary package on offer was \$450,000. On the assumption that this base would be complemented with support for rent and school fees, as per my earlier discussion with the Deputy Premier, I sent Dr Broadbent my application letter and my CV on 22 February 2021.

On 25 February 2021 I had an initial Zoom interview with Dr Broadbent to discuss my suitability for the role. I can only assume that the interview went well because I was later advised by Dr Broadbent that I would be progressing to a formal panel interview in March. On 30 March 2021 I attended a panel interview at 52 Martin Place. The panel comprised Mr Mike Pratt, Mr Tim Reardon, Mr Warwick Smith and Ms Jenny West. Later that same day I received a follow-up email from Dr Broadbent saying that the panel interview had gone very well and

**STEPHEN CARTWRIGHT:** The meeting on 19 February was supposed to happen on 12 February, but Mr Pratt had to cancel at the last moment—I suspect because of COVID—and we had to move it a week. It was originally to be 12 February.

**The Hon. DANIEL MOOKHEY:** On 18 February in the meeting with the Deputy Premier, when you said to the Deputy Premier that you would be interested in the role, you're absolutely adamant he said that he would let the external recruiter know?

**STEPHEN CARTWRIGHT:** He said he would let the external recruiter know or put me into the recruitment process. It was something like that.

**The Hon. DANIEL MOOKHEY:** But he took responsibility for informing others that you have an interest?

**STEPHEN CARTWRIGHT:** Yes. He said, "Now that I know you're interested, I will put you into the process and I will have nothing more to do with it."

**The Hon. DANIEL MOOKHEY:** I want to give you another opportunity just to clarify this point, Mr Cartwright. You are absolutely adamant that you didn't have any conversations with Mike Pratt prior to 19 February about your interest in the role?

**STEPHEN CARTWRIGHT:** Absolutely, because, as I said, when I had coffee with the Deputy Premier, his request as to whether I was interested in the role came out of left field. It wasn't something I had even contemplated.

**The Hon. DANIEL MOOKHEY:** Mr Cartwright, the problem we have is that your account doesn't accord with the evidence that Dr Broadbent has given us. Dr Broadbent told us that Mike Pratt informed her of your interest at a meeting of the Japan selection panel, which took place on 10 February 2021. We went through this with Dr Broadbent. It's on page 26 of the transcript, which I think has been provided to you as well. She makes it clear that the first time she hears about your interest is in the aftermath of an interview that takes place on 10 February in which Mr Pratt grabs her afterwards and effectively says, "You need to reopen the process to put Stephen Cartwright in." So I'm struggling to understand how either Dr Broadbent is wrong or you are, because it's quite clear from the chronology that has been given to us that you entered the process earlier in February than the date you're giving us, according to the evidence that Dr Broadbent has given. Do you wish to respond?

**STEPHEN CARTWRIGHT:** My recollection of the transcript was that Dr Broadbent was less than certain about when that conversation with Mr Pratt occurred, but I can't help you in relation to Dr Broadbent's evidence because I know for certain that the first time that I had any idea about the agent general role was 17 February. I went home to my wife after that coffee with the Deputy Premier and said, "You're never going to believe this," because my wife had lived in London for six years when she was younger in an executive capacity, and I went home to her and said, "You are never going to believe what just happened." So I am crystal clear on the first time that I became aware of the agent general role and my interest in being involved in it was 17 February, and, with all due respect to Dr Broadbent, I suspect she is wrong in her dates.

**The Hon. DANIEL MOOKHEY:** I now take you to page 3 of the tender bundle.

**STEPHEN CARTWRIGHT:** Sure.

**The Hon. DANIEL MOOKHEY:** To be fair to you, Mr Cartwright, this isn't inconsistent with your evidence that you're giving. You can see down the bottom there on the page of the email, on Friday 22 January 2021 you are emailing Mr Pratt's EA in order to establish the meeting, which eventually takes place on 19 February. But you see there in the second paragraph it says:

Secondly, Mike suggested that he and I should grab a coffee soon to discuss my plans for 2021 and beyond ...

I presume that's a reference to some form of a phone conversation or a meeting or text message or some form of communication with Mr Pratt which was taking place around that period of time.

**STEPHEN CARTWRIGHT:** We had a coffee after I finished with the NSW Business Chamber, so I'm guessing October, November. We were discussing another role that I was interested in at the time. It was a different role, a CEO role, but wasn't in the New South Wales Government. I was just looking for his thoughts on whether he thought that would be a good role for me, whether I'd be a good fit for the role. We agreed, when we had that coffee meeting, that we'd catch up again early in the new year, when I thought I'd then start to get more serious about looking for what I was going to do next, after the Christmas holidays. We'd get together again and I'd pick his brains on any other opportunities that he might or I might know about. So I was just reaching out, saying "Hey. We agreed to do this, and it would be good to catch up."

**The Hon. DANIEL MOOKHEY:** Basically, there was a pattern of conduct and communication that was taking place with the secretary of the Treasury over a period of roughly four months, between October or September 2020 to February 2021. It prompts you to seek the meeting that Mr Pratt flagged. Is it possible that, actually, in the course of one of those communications prior to 10 February, you did actually indicate or Mr Pratt did indicate to you an interest in the agent general's role?

**STEPHEN CARTWRIGHT:** No, it's not possible at all, because 17 February was the first time that I even thought about the role. I'm absolutely emphatic about that, Mr Mookhey, because it came out of left field. Therefore, it had never entered my consciousness that it was even a remote possibility, until it was put to me in that meeting.

**The Hon. JOHN GRAHAM:** Mr Cartwright, when you met with Mr Pratt eventually, two days later, on 19 February—you say in your statement:

During this discussion, I did ask him about the UK Agent General role ...

Was Mr Pratt aware on 19 February of your interest that you'd already conveyed to Minister Barilaro? Or was he unaware when you raised it?

**STEPHEN CARTWRIGHT:** No. I told him what had happened on 17 and 18 February. I told him that it had been raised with me by the Deputy Premier, that I'd gone back to the Deputy Premier the following day and said, "Yes, I am interested" and that he'd said, "Okay. I'll put you into the process", and I told Mr Pratt that on the nineteenth.

**The Hon. JOHN GRAHAM:** You're clear about that in your statement. My question is a different one: Was Mr Pratt aware of that? Or was this the first Mr Pratt was hearing of your interest in the role, on 19 February?

**STEPHEN CARTWRIGHT:** It seemed to me that the first that he had heard that I was interested was when I told him.

**The Hon. PENNY SHARPE:** Can I just follow up with that? Thank you, Mr Cartwright. It might have been the first time that he heard it. Did he give you the impression, though, that there had been discussions in relation to your name being considered for that role? Slightly different.

**STEPHEN CARTWRIGHT:** No, he didn't. No. When I asked him, I said, "I see that it's a role in Treasury. Could you tell me a bit more about it?" He was very forthcoming. He said, "I think you'd be a good candidate. You should throw your hat in the ring." It was as simple as that.

**The Hon. DANIEL MOOKHEY:** Mr Barilaro never told you, at this point in time, that Paul Webster was already the final preferred candidate?

**STEPHEN CARTWRIGHT:** No.

**The Hon. DANIEL MOOKHEY:** He never mentioned to you that advertisements and applications had closed?

**STEPHEN CARTWRIGHT:** No.

**The Hon. DANIEL MOOKHEY:** He never mentioned to you that his office was seeking to arrange a meeting with Mr Webster, almost contemporaneously to the time they were talking to you about this?

**STEPHEN CARTWRIGHT:** He couldn't have, because he didn't tell me anything about Mr Webster.

**The Hon. DANIEL MOOKHEY:** I'm giving you the opportunity to be abundantly clear about this, Mr Cartwright, because it is clear to us that, apparently, days before Mr Barilaro is offering you an opportunity to apply for the role, his office is accessing information about who is the preferred candidate—and it's not you. But no mention is ever made of the fact that the selection panel had already met, had agreed that Mr Webster—the recommendations were given, no?

**STEPHEN CARTWRIGHT:** No, I didn't know anything about Mr Webster until much later on.

**The Hon. DANIEL MOOKHEY:** On 19 February, when Mr Pratt apparently says to you that you would be a great candidate, did Mr Pratt disclose to you that he had already instructed Ms West to make an offer to Mr Webster or at least to proceed with Mr Webster's application?

**STEPHEN CARTWRIGHT:** No.

**The Hon. DANIEL MOOKHEY:** He never said words to the effect of "Stephen, you're a great candidate but we've already found this person who has been agreed to"?

**STEPHEN CARTWRIGHT:** No.

**The Hon. DANIEL MOOKHEY:** He never said to you, "Gee, the applications have already closed. It's too late. I'm sorry. You would have been great"? No?

**STEPHEN CARTWRIGHT:** If he had said that, Mr Mookhey, I would have said, "Okay, thank you", and moved on with my life.

**The Hon. DANIEL MOOKHEY:** Mr Cartwright, I expect that you may not be in a position to clarify this, but can you understand the questions that are raised here? To distil it to its core, it looks to us like the public service arrives at Mr Webster as the preferred candidate and then, for whatever reason, the Deputy Premier involves himself with apparently some form of a discussion with the Treasurer to unilaterally decide that Mr Webster is not an appropriate candidate and therefore they had to search for someone else and, far from searching for someone else, they basically just offered you the job.

**STEPHEN CARTWRIGHT:** Well, I reject the fact that they offered me a job. They said that I could enter the process. But I'll put to you, Mr Mookhey, that I was a private sector individual who'd been invited to apply for a role. I applied for the role and anything that was going on in the background was absolutely not known to me. So I can't help you in your inquiry in that regard.

**The Hon. DANIEL MOOKHEY:** Mr Cartwright, to be fair to you, if the Deputy Premier suggests to you that you should apply, it's reasonable for you to assume that the applications are—but I just want to be clear here: Neither the Deputy Premier nor Mr Pratt had disclosed to you that Paul Webster was already chosen at this point in time?

**STEPHEN CARTWRIGHT:** No.

**The Hon. DANIEL MOOKHEY:** And, specifically, Mr Pratt never disclosed to you that he had already issued instructions to Ms West to proceed with Mr Webster's appointment?

**STEPHEN CARTWRIGHT:** If he'd said that, I would have said, "Well, that means that I can't apply because you've already chosen who's going to have the job". It doesn't make any sense that he would have said that to me and then I went ahead and applied for the role.

**The Hon. JOHN GRAHAM:** Just referring back to your recollection of those discussions with the Deputy Premier, you indicated in writing your recollection on 31 March that the Deputy Premier and the Treasurer had reached an agreement that the cost of suitable family accommodation could be taken care of by the New South Wales Government outside of the salary package—your recollection at the time. Given you've now told us that the only discussions you had with the Deputy Premier were on those two dates, 17 February and 18 February, if your statement is accurate, that agreement, that private discussion must have occurred before 18 February, before your final discussion with John Barilaro. Would you agree with that?

**STEPHEN CARTWRIGHT:** That would be a logical conclusion, but can I just clarify one point for you that you've raised in your question. When I say "outside the salary package", what I'm referring to there is that Dr Broadbent had sent me an information pack on the role. And in the information pack on the role, it stipulated a salary package of \$450,000 or \$430,000—something around that. When I say "outside the salary package", I mean these would be components that would supplement or complement. I'm not talking about something that's done on the side. I'm simply saying that, along with a base salary—whatever that base salary may happen to be—there would be other components like rent and school fees, for example, which is very typical for offshore trade roles. This is what Austrade does. This is what the other States do. When I say "outside the salary package", I want to make it clear there's nothing sinister implied in that. This is simply saying outside of the base salary, there would be other components. I just want to make that clear—

**The Hon. JOHN GRAHAM:** Understood.

**STEPHEN CARTWRIGHT:** —because I fear that that might have been misinterpreted.

**The Hon. PENNY SHARPE:** Mr Cartwright, you are aware, though, that the \$450,000 package is what all of the other senior trade and investment commission roles are working within?

When you draw the comparison between other Austrade roles, they're actually quite different to the way in which these roles are paid within New South Wales. You are aware of that?

**STEPHEN CARTWRIGHT:** Yes.

**The Hon. PENNY SHARPE:** So when you received that information from Ms Broadbent, was it your view that, well, that must be the total package?



**MARIANNE BROADBENT:** I think in early 2021.

**The Hon. DANIEL MOOKHEY:** Okay, early 2021. We are talking January or February?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** In January and February Mr Webster is the preferred candidate?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** At what point does Mr Cartwright apply?

**MARIANNE BROADBENT:** My recollection is that he applies in February.

**The Hon. DANIEL MOOKHEY:** Can you take us through how that took place?

**MARIANNE BROADBENT:** My understanding is that I received advice that there was to be another candidate considered. I received that advice from the secretary of NSW Treasury at the time, that that candidate was Mr Stephen Cartwright, and we were asked to keep things open so that Mr Cartwright could be considered.

**The Hon. DANIEL MOOKHEY:** Okay. Do you recall—let me unpack that a little bit. You got a phone call in February from the Secretary of NSW Treasury. Is that correct?

**MARIANNE BROADBENT:** No. It was actually at a meeting that we had. I think we were at one of the other panel meetings.

**The Hon. DANIEL MOOKHEY:** Okay.

**MARIANNE BROADBENT:** And I was advised—again, my recollection—that there was another candidate that we were asked to meet as part of the screening process.

**The Hon. DANIEL MOOKHEY:** Okay. So there's a meeting of another panel. Is that the Japan panel?

**MARIANNE BROADBENT:** I expect it was at the time.

**The Hon. DANIEL MOOKHEY:** Yes. So Mike Pratt, who was the Secretary of the NSW Treasury at the time, correct?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** He was a member of that panel?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** You and he have a conversation at that meeting. We'll be able to establish, I think, when that meeting took place.

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** I'm sure someone upstairs is doing that. He advised you that there was to be another candidate for the agent general role?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** And that candidate was Mr Stephen Cartwright?

**MARIANNE BROADBENT:** That's right.

**The Hon. DANIEL MOOKHEY:** And what were you instructed to do?

**MARIANNE BROADBENT:** To treat him as a candidate, which meant that we were asked to meet with him for a screening interview, which we did.

**The Hon. DANIEL MOOKHEY:** Okay. We will get to that part of it. But did Mr Pratt indicate to you that he had had any conversations with Mr Cartwright at the time?

**MARIANNE BROADBENT:** I don't recall him saying that he had conversations.

**The Hon. DANIEL MOOKHEY:** Okay. Did he give you any explanation as to how he managed to source Mr Cartwright as a candidate for this job?

**MARIANNE BROADBENT:** Not at the time, no.

**The Hon. DANIEL MOOKHEY:** At any point?

**MARIANNE BROADBENT:** No.

**The Hon. DANIEL MOOKHEY:** At any point did you ascertain how precisely Stephen Cartwright was identified by Mike Pratt as the person for the agent general role?

**MARIANNE BROADBENT:** I understand that Stephen Cartwright, as has now been released, had a discussion with the then Deputy Premier.

**The Hon. DANIEL MOOKHEY:** Okay. Let me unpack that. You understand that he had a conversation with the Deputy Premier at the time, Mr John Barilaro?

**MARIANNE BROADBENT:** I understand that Stephen Cartwright did.

**The Hon. DANIEL MOOKHEY:** How do you have this understanding?

**MARIANNE BROADBENT:** At the time that was a conversation that Mr Cartwright had indicated to a number of people, including me.

**The Hon. DANIEL MOOKHEY:** Okay. So you had a conversation with Mr Cartwright in which Mr Cartwright tells you—

**MARIANNE BROADBENT:** My conversation with Mr Cartwright related to the screening interview and that he was keen to provide service to New South Wales as part of his next contribution to the State.

**The Hon. DANIEL MOOKHEY:** Dr Broadbent, we might need to go a bit slowly over this. When you say a "screening interview"—

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** —are you talking about an interview directly between NGS Global, undertaken by you, and a potential candidate?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** And this is a precursor to a panel interview, correct?

**MARIANNE BROADBENT:** Correct. It's a process where we are asked, as the search committee, to undertake a screening interview so that—we do that with all candidates who could possibly be short-listed. And then we provide that and we provide our written comments as part of that process.

**The Hon. DANIEL MOOKHEY:** Okay. So you had one of these screening conversations with Stephen Cartwright, as you would with all the other candidates, correct?

**MARIANNE BROADBENT:** We did, yes.

**The Hon. DANIEL MOOKHEY:** Do you recall when you had this conversation with Mr Cartwright?

**MARIANNE BROADBENT:** I believe it was in February.

**The Hon. DANIEL MOOKHEY:** And this followed after a request from Mr Pratt?

**MARIANNE BROADBENT:** Yes.

**The Hon. JOHN GRAHAM:** So how long after would it have been?

**MARIANNE BROADBENT:** It would've been probably a week after, I expect.

**The Hon. DANIEL MOOKHEY:** Okay. So we're talking middle—

**MARIANNE BROADBENT:** We had difficulty scheduling, but we managed to schedule it.

**The Hon. DANIEL MOOKHEY:** Do you think it may have been around 21 February or thereabouts?

**MARIANNE BROADBENT:** Somewhere thereabouts.

**The Hon. DANIEL MOOKHEY:** Okay, thank you. Is this a phone conversation, a Teams meeting or in-person meeting?

**MARIANNE BROADBENT:** It was a video. A Teams meeting because of COVID at the time.

**The Hon. DANIEL MOOKHEY:** And it was you and your staff, I presume?

**MARIANNE BROADBENT:** Yes, it was.

**The Hon. PENNY SHARPE:** Did Mr Cartwright ever indicate that he had spoken to other members of the Government in relation to this role?

**MARIANNE BROADBENT:** He didn't indicate that to me in person, no.

**The Hon. PENNY SHARPE:** Through any other way?

**MARIANNE BROADBENT:** Only in the statement that he did make to me that has come into the public domain.

**The Hon. PENNY SHARPE:** So he did indicate that he had spoken to both the Deputy Premier and the Treasurer at the time?

**MARIANNE BROADBENT:** That's what he wrote to me, yes.

**The Hon. PENNY SHARPE:** The Treasurer at the time being Dom Perrottet?

**MARIANNE BROADBENT:** That's what he wrote to me, yes.

**The Hon. DANIEL MOOKHEY:** Can I take you to that public domain information? I think you might find it in front of you, Dr Broadbent, a printout of an article that was published this morning by the ABC. It might be in one of the documents that's in front of you. We will get to that shortly, if you don't mind. But there's a screening call that takes place. At this point in time the selection panel has already met and decided that Mr Webster was the preferred candidate, correct?

**MARIANNE BROADBENT:** That's correct.

**The Hon. DANIEL MOOKHEY:** And you had provided advice to NSW Treasury to that effect. That's correct?

**MARIANNE BROADBENT:** It was Treasury who is—

**The Hon. DANIEL MOOKHEY:** Your client.

**MARIANNE BROADBENT:** —deciding that he's the preferred candidate.

**The Hon. DANIEL MOOKHEY:** Yes. So the Treasury had decided that he was the preferred candidate.

**MARIANNE BROADBENT:** The panel had decided he was the preferred candidate.

**The Hon. DANIEL MOOKHEY:** Just to be clear, do you recall who the panel members were?

**MARIANNE BROADBENT:** Mr Pratt, Mr Warwick Smith and I'm not sure—I can't remember. The other would be another secretary. It might well have been Mr Reardon.

**The Hon. DANIEL MOOKHEY:** Was it Mr Tim Reardon?

**MARIANNE BROADBENT:** I expect it was.

**The Hon. JOHN GRAHAM:** Yes.

**The Hon. DANIEL MOOKHEY:** I believe we also have documents in front of us that suggest it was Mr Tim Reardon, and that's your recollection as well. So the Secretary of the Treasury, the Secretary of the Department of Premier and Cabinet and Mr Smith have decided that he's the preferred candidate, and that view is then related and endorsed by NSW Treasury for at least some period of time?

**MARIANNE BROADBENT:** I believe that there were discussions going on to proceed with that appointment.

**The Hon. DANIEL MOOKHEY:** Do you ever recall advising NSW Treasury that Mr Webster was a strong candidate?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** Did you do that in multiple instances?

**MARIANNE BROADBENT:** It was in our initial report. It was what the selection panel decided as well. But it's the selection panel that decides who the candidate is to be appointed.

**The Hon. DANIEL MOOKHEY:** Okay. So that process—just so I can work out the sequence of events here, Mr Pratt asks you to consider Mr Cartwright some time in February, probably around 15 February or thereabouts?

**MARIANNE BROADBENT:** About that, yes.

**The Hon. DANIEL MOOKHEY:** At this point in time Mr Pratt, Mr Reardon and Mr Smith had already agreed that Paul Webster was the preferred candidate?

**MARIANNE BROADBENT:** There was a draft panel report to that effect.

**The Hon. DANIEL MOOKHEY:** And did Mr Pratt indicate to you any reasons why he felt it was necessary to set aside that finding in order to proceed with an additional search?

**MARIANNE BROADBENT:** No, I'm not aware of that.

**The Hon. DANIEL MOOKHEY:** Okay. And then you have a screening conversation with Mr Cartwright. That's correct?

**MARIANNE BROADBENT:** Correct.

**The Hon. DANIEL MOOKHEY:** In which he relates to you that Mr Barilaro notified him of this job and suggested that he should apply. Is that fair?

**MARIANNE BROADBENT:** That's my recollection.

**The Hon. DANIEL MOOKHEY:** Did Mr Cartwright ever say words to the effect, "Mr Barilaro said that I should be the person for this job"?

**MARIANNE BROADBENT:** I don't recall him saying that.

**The Hon. DANIEL MOOKHEY:** What happens after that, Dr Broadbent?

**MARIANNE BROADBENT:** What happens after that is there is another panel meeting where the panel interviews Mr Cartwright and has a discussion around who they would then put forward as the preferred candidate.

**The Hon. DANIEL MOOKHEY:** Did that take place on 30 March?

**MARIANNE BROADBENT:** That would be about right.

**The Hon. DANIEL MOOKHEY:** Did that interview process on 30 March consider any other candidate?

**MARIANNE BROADBENT:** At that stage, I don't believe it did.

**The Hon. DANIEL MOOKHEY:** So the only reason that panel was reconvened was to consider Mr Cartwright's candidacy?

**MARIANNE BROADBENT:** I believe that's the case.

**The Hon. DANIEL MOOKHEY:** And you were asked to assist in that process?

**MARIANNE BROADBENT:** Yes, I was.

**The Hon. DANIEL MOOKHEY:** And that process led to the decision to make Stephen Cartwright the preferred candidate at that point in time?

**MARIANNE BROADBENT:** That's correct.

**The Hon. DANIEL MOOKHEY:** At that point, did anybody indicate to you what was wrong with Mr Webster?

**MARIANNE BROADBENT:** Perhaps that he didn't have recent knowledge of New South Wales. That became a factor in a number of the appointments—that familiarity with New South Wales would be helpful. Mr Webster had been living internationally, in the UK and Europe, for many years. He held a similar role, in fact, to a STIC role for the UK Government. He wanted to do for Australia what he had been doing for the UK Government for quite some time.

**The Hon. JOHN GRAHAM:** Who put that view to you?

**MARIANNE BROADBENT:** It was my understanding that, in the discussion of the panel, that was seen as something which might well be important.

**The Hon. DANIEL MOOKHEY:** Was it the same panel?

**MARIANNE BROADBENT:** Yes, I believe it was.

**The Hon. DANIEL MOOKHEY:** Just to be very clear, this same panel had agreed that Mr Webster had adequate knowledge of New South Wales to become the first agent general to London upon the position's resumption in February, but six weeks later, after Mr Cartwright is suggested by the Deputy Premier as a



**The Hon. DANIEL MOOKHEY:** In addition to the cost-of-living allowance and in addition to—

**MARIANNE BROADBENT:** Yes, and I think to be fair and understand, these are all things that are normal part of other Commonwealth agency and many State agency and comparable roles.

**The Hon. DANIEL MOOKHEY:** No doubt. Again, no-one can begrudge Mr Cartwright for seeking this. Was Mr Webster, when he was the preferred candidate, making similar requests?

**MARIANNE BROADBENT:** No, he was not.

**The Hon. DANIEL MOOKHEY:** In respect to any of the other STIC commissioners that have been interviewed or appointed for the Japan role or the ASEAN role, was any such request being made?

**MARIANNE BROADBENT:** There has been a cost-of-living arrangement for the roles. As far as I'm aware, that cost-of-living arrangement includes some of those factors but there was certainly a ceiling on that.

**The Hon. DANIEL MOOKHEY:** But just to be very clear here, Mr Webster, did you ever enter into direct—I guess the term you used, did you ever progress him to the next stage in which these conversations would have commenced?

**MARIANNE BROADBENT:** Those conversations had started. Mr Webster was already living in the UK and was comfortable with the arrangements.

**The Hon. DANIEL MOOKHEY:** So just to be clear here, Mr Webster is established as a preferred candidate late 2020, early 2021—that's fair?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** You have progressed to the next stage with him—that's fair?

**MARIANNE BROADBENT:** That's fair.

**The Hon. DANIEL MOOKHEY:** In which you start to discuss his remuneration expectations?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** And his additional allowances, conditions?

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** How far down that process did you get?

**MARIANNE BROADBENT:** Really, it was just the articulation of the base salary with super, that was the sum total of discussions. And then that was put on hold and Mr Webster understood that there was some uncertainty going forward.

**The Hon. DANIEL MOOKHEY:** When Mr Pratt then speaks to you circa—I've been advised it may have been around 10 February—

**MARIANNE BROADBENT:** Yes.

**The Hon. DANIEL MOOKHEY:** —at the Japan panel meeting in which he indicates to you that Mr Cartwright's a candidate or should be considered, do you then call Mr Webster up and say, "Hey, there's a new candidate here"?

**MARIANNE BROADBENT:** I have had ongoing conversations with Mr Webster to say that there is another candidate that's come into the process and I've asked him to be patient while we go through that. He was aware of that.

**The Hon. DANIEL MOOKHEY:** At the time he's told this, though, he's having conversations with you about remuneration because he thinks he's the preferred candidate, yet that all comes to a halt because Mr Cartwright has now been recommended into the process, correct?

**MARIANNE BROADBENT:** Correct. And I continued to have conversations with Mr Webster who was, I believe, very understanding of the situation.

**The Hon. DANIEL MOOKHEY:** He sounds like a saint, Dr Broadbent, in the way in which he's reacting to these turns of events.

**MARIANNE BROADBENT:** He was—that could be a word, yes.

**The Hon. DANIEL MOOKHEY:** Or he's saintly in his forbearance.

**The Hon. DANIEL MOOKHEY:** We've ascertained earlier today that a process around the Agent General commences in early 2020, that is then suspended as a result of the COVID pandemic. That accords with your recollection?

**WARWICK SMITH:** Yes. There was a delay, yes.

**The Hon. DANIEL MOOKHEY:** Then the process resumes sometime in the third quarter of 2020, then the selection panel convenes, settles upon one particular candidate, who then withdraws and then goes towards the other candidate who was capable of appointment. Is that your understanding too?

**WARWICK SMITH:** Yes, I think—the opposite to truncated is elongated. So, it was an elongated process and I think other candidates and other people were put to the committee.

**The Hon. DANIEL MOOKHEY:** We have established that by the end of late 2020, early 2021, the selection panel has interviewed a variety of candidates and chosen Mr Paul Webster as your preferred candidate. Does that accord with your recollections?

**WARWICK SMITH:** Yes. He was good. He was already in the United Kingdom, so of those that were in front of us he was probably a good run-up start, if you know what I mean. There had been no Agent General from New South Wales for 30 years.

**The Hon. DANIEL MOOKHEY:** Indeed. Then we learned as well earlier today that conversations with Mr Webster progressed to the point of details around his salary, as well as his other entitlements. I presume you weren't engaged at that level?

**WARWICK SMITH:** No. I don't go near the process or near the money. I know that sometimes those things are contentious, particularly if you're going to bring people from business into the Government, it's a different atmosphere, a different process. But that's never been part of the remit that I was involved in.

**The Hon. DANIEL MOOKHEY:** We then learn that after the panel has already decided that Mr Webster is your preferred candidate, in the aftermath of a meeting which takes place for, I believe it was the Tokyo position, secretary Pratt informs the recruiter that Mr Stephen Cartwright is a person who is now a candidate for the role. You were on the Japan panel, were you?

**WARWICK SMITH:** Yes.

**The Hon. DANIEL MOOKHEY:** Do you by any chance recall when that meeting took place?

**WARWICK SMITH:** Look, I am sorry, I don't. I mean, I didn't—I can go back and get the department to give me some dates.

**The Hon. DANIEL MOOKHEY:** That's okay, I think we can find out elsewhere.

**WARWICK SMITH:** Basically, Japan was a good process and it ended up being a very good candidate and from the marketplace.

**The Hon. DANIEL MOOKHEY:** Indeed. Did you have any conversations in or around that time in which secretary Pratt expressed to you any dissatisfaction with Paul Webster as a candidate for the UK job?

**WARWICK SMITH:** Not that I recall, no.

**The Hon. DANIEL MOOKHEY:** Were you aware that Mr Pratt had recommended Stephen Cartwright to the recruiter as a person who should enter the process?

**WARWICK SMITH:** No, I wasn't, no. But Cartwright's quite good. I've seen him in the past, and—

**The Hon. DANIEL MOOKHEY:** We'll get to that. At this point were you given any explanation at all from anybody as to why Mr Webster was not a suitable person to go forward?

**WARWICK SMITH:** Not that I recall, no. I mean, I do recall later conversations where Cartwright was there and how do we attract and keep Webster, because he's particularly strong in Europe, and you would be losing a good person I think, was the view of some of us. And that—

**The Hon. DANIEL MOOKHEY:** The panel reconvenes on 30 March to interview Stephen Cartwright, that's correct?

**WARWICK SMITH:** I take you on the date, yes, but it did have Cartwright in front of it, yes.

**The Hon. DANIEL MOOKHEY:** He was the only person on that day who you interviewed, correct?

**WARWICK SMITH:** I would have to take your word, but I don't recall.

## 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**

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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 | Tues | Wed | Thurs | Fri**

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

Ashley White

Evelina Polura

INV.001.001.2737