

DAVID HAVYATT

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CAPABILITY PROFILE

- A proven senior strategy, regulatory and corporate affairs executive with wide experience in telecommunications, energy and related industries.
- A strong track record in delivering outcomes in the public domain, team development and strategic planning and implementation.
- A flair for creative thinking and novel approaches to difficult situations, a leadership style that promotes innovation and creative thinking.

QUALIFICATIONS

Grad Dip in Economics, University of New England, 2005
Master of Arts (Communications Technology & Policy), Macquarie University, 1992
Bachelor of Science (Pure Mathematics and Physics), University of Sydney, 1980
Member, Australian Institute of Company Directors, 1991

CAREER OUTLINE

Network of Illawarra Consumers of Energy Convenor	Sep 2020-Present
Havyatt Associates Pty Ltd Principal	Sep 2020-Present
Energy Consumers Australia Senior Economist	Oct 2015-Aug 2020
DigEcon Research Executive Director	Jun 2014–Oct 2015
Ministerial Staff, Australian Parliament Senior Adviser	Dec 2011-Jun 2014
Havyatt Associates Pty Ltd Principal	Oct 2010-Jun 2012
Unwired Australia Ltd Manager Regulatory and Corporate Affairs	Sep 2008-Sep 2010
Dep't of Broadband, Communications & the Digital Economy Assistant Secretary	May 2008-Aug 2008
Havyatt Associates Pty Ltd Principal	Jun 2007-May 2008
AAPT Ltd General Manager Regulatory and Public Affairs	Jan 2000-Jun 2007
Hutchison Telecommunications (Australia) Ltd Regulatory and Corporate Affairs Manager	Aug 1998-Jan 2000
Havyatt Associates Pty Ltd Principal (interim assignment at Austar)	Jul 1996-Aug 1998
Telstra Corporation Account Director and General Manager (see below)	Nov 1979-Jun 1996

KEY ACHIEVEMENTS

- Provided policy advice and analysis of broadband, communications, media and energy policy.
- Successfully developed and implemented major strategic reviews.
- Achieved changes to the Telecommunications Act and associated legislation to implement accounting and operational separation, together with other major regulatory changes.
- Delivered both Local Number Portability and Mobile Number Portability in Australia through influencing regulators and developing processes and procedures through industry associations.
- Grown revenue in diverse business portfolios including media, finance and value adding services.
- A well respected and sought after speaker and commentator on telecommunications and related industries.

CURRENT

PhD Candidate, School of Business, University of Wollongong

PROFESSIONAL EXPERIENCE

Network of Illawarra Consumers of Energy

Sep 2022-Present

Consumer advocacy.

Convenor

Responsibilities and Achievements

- Prepared submissions on multiple energy regulatory processes to represent the interests of consumers seeking a just transition to a net zero greenhouse gas emissions future.

Havyatt Associates Pty Ltd

Sep 2022-Present

Economic regulation and policy research.

Principal

Responsibilities and Achievements

- Provision of consulting services to former employer Energy Consumers Australia.
- Contracted researcher on work by the University of Wollongong Energy Futures Network for the SA Productivity Commission
- Regular columnist for *InnovationAus.com*.

Energy Consumers Australia

Oct 2015-Aug 2020

Provide economic analysis of consumer impacts of energy policy.

Responsibilities and Achievements

- Prepared position papers including on *Contemporary Energy Consumer Protections, Operationalising the Long-Term Interests of Consumers and Negotiated Settlement*.
- Led energy consumer advocacy for the introduction of the Consumer Data Right including organising the 2019 forum *Take charge: Data powering better outcomes for consumers* and being appointed to the Energy Data Standards Advisory Panel.
- Leading participant in the Consumer Reference Group formed by the Australian Energy Regulator to review the allowed rate of return which achieved a significant reduction in the allowed rate.
- Represented consumers on AEMO's Information Exchange Committee.
- Multiple submissions, workshop participation and consultations to promote the long-term interests of consumers of energy services.

DigEcon Research

Jun 2014-Oct 2015

Undertake policy research and commentary on all aspects of the Digital Economy.

Responsibilities and Achievements

- Paid opinion writer for iTnews, InnovationAus.com.au and the Technology section of the Australian Financial Review
- Policy research and advocacy for Energy Consumers Australia
- Contract content writing for Espresso Communications clients
- Policy research and advocacy for National Narrowband Network Co
- Assistance to Communications Alliance in implementation of the NBN migration program

Australian Parliament

Dec 2011-Present

Policy adviser to three members of the Australian Labor Party serving on the front bench (Ministry or Shadow Ministry) in the Australian Parliament.

Policy Adviser, Office of Jason Clare MP,
Shadow Minister for Communications

Oct 2013-Pesent

Senior Adviser, Office of Anthony Albanese MP, Deputy Prime Minister and

Minister Broadband, Communications and the Digital Economy Jun 2013-Oct 2013
Special Adviser, Office of Senator Stephen Conroy,
Minister for Broadband, Communications and the Digital Economy Dec 2011-Jun 2013

Responsibilities and Achievements

- Provided specialist advice to Minister/Shadow Minister on matters pertaining to the communications portfolio including implementation of the NBN, broadcasting policy, the telecommunications industry, spectrum management, telecommunications consumer protection regulation and cybersafety.
- Prepared Minister's speeches, organised events.
- Principal speechwriter for Senator Conroy

Havyatt Associates Pty Ltd Oct 2010-Jun 2012
Telecommunications regulatory management services and policy research.

Principal

Responsibilities and Achievements

- Provision of regulatory management services and policy research (the latter under the brand DigEcon Research). Clients included an ongoing relationship with PennyTel Pty Ltd, as well as Communications Alliance, the Australian Communications Consumers Action Network, the Australian Communications and Media Authority, Telstra and Telsyte. For PennyTel I developed a full compliance program. For the others I have undertaken policy research. I was contracted by the Commerce Commission of NZ to again facilitate a two day conference on broadband.
- Regular columnist for *itNews* and finalist for the 2010 Microsoft IT Journalism awards in the best columnist category.

Unwired Australia Ltd/vividwireless Limited Sep 2008-Sep 2010
Wireless Internet service access provider employing 120 people.

Manager Regulatory and Corporate Affairs

Responsibilities and Achievements

- Appointed after a succession of short-term contracts to undertake regulatory activities to assist funding of business. Specifically building public profile of WiMAX technology, pursuing opportunities for Government funding and developing strategies on spectrum management including making the case for spectrum renewal.
- Managed the public relations function including media relations, online media engagement and development and maintenance of a customer forum on the company website.

Department of Broadband, Communications, and the Digital Economy May 2008-Aug 2008

Australian Government Department with responsibility for policy development and programs in telecommunications, broadcasting and other aspects of the digital economy.

Assistant Secretary

Responsibilities and Achievements

- Appointed on a fixed term contract to assist the with the secretariat to the Regional Telecommunications Independent Review Committee to finalise the report of its inquiry. Achieved all agreed goals on contributions to report and Departmental consideration.

Havyatt Associates Pty Ltd Jun 2007-May 2008
Telecommunications regulatory and public affairs consultancy employing only self as consultant.

Principal

Responsibilities and Achievements

- As a sole trading consultant identify potential opportunities, agree with clients on scope of work and deliver outcomes – assignments included submission preparation, assisting in negotiation of

service contracts and a stakeholder perception assessment. Clients included Telecom New Zealand and Commerce Commission of New Zealand.

- Appear as an invited speaker at ATUG small business workshops and regulatory workshops, chair industry conferences, contribute to industry newsletters *Exchange* and *Communications Day*.

AAPT Ltd

Jan 2000-Jun 2007

Telecommunications carrier and service provider, founded in 1991, employing 2,500 people and with sales of \$1.3B.

General Manager Regulatory and Public Affairs

Mar 2006-Jun 2007

Head of Regulatory Affairs

Nov 2000-Mar 2006

Regulatory Manager

Jan 2000-Nov 2000

Responsibilities

- Develop and implement regulatory and government relations strategy to create the external environment required for the company to achieve its business objectives.
- Manage compliance, dispute management and escalated customer complaints functions.
- Lead corporate communications including determining key message and execution of media strategies from March 2006.
- Manage all other aspects of stakeholder management, especially including industry associations, consumer associations.
- Manage the regulatory team of thirteen including complaint management team, interception, security and Corporate Communications.

Achievements

- Achieved major regulatory reforms in each of 2003, 2004 and 2005 through submissions to the Productivity Commission, Government Departments and Senate inquiries. These included the accounting and operational separation of Telstra.
- Delivered the implementation of Mobile Number Portability through appropriate decisions of two regulatory bodies and implementation through the Australian Communications Industry Forum.
- Reduced the number and cost of externally escalated complaints to AAPT while the rest of industry increased.
- Secured major decisions from the Australian Competition and Consumer Commission that created the circumstances that enabled AAPT to reduce its cost of goods sold.
- Managed to conclusion disputes with Telstra and other providers to achieve determinations that lower access prices (cost of goods sold) would apply to AAPT.
- Contributed frequently as speaker or panellist at industry conferences, including Communications Research Forum (2000, 2001 and 2002), ATUG (2000), CTN (2001, 2002), ACCC Competition and Regulation Conference (2002).

Hutchison Telecommunications (Australia) Ltd

Aug 1998-Jan 2000

Telecommunications carrier and service provider, HTAL went from being a reseller to a network operator during this period. Additionally the company listed on the ASX and launched the Orange brand in Australia during this period.

Regulatory and Corporate Affairs Manager

Responsibilities

- Develop and implement regulatory and government relations strategy to secure outcomes aligned to the company's business objectives.
- Manage relations with industry associations and self-regulatory bodies.
- Negotiate access to regulated services with other carriers, primarily Telstra.

Achievements

- Negotiated access and interconnect negotiations with carriers for the new CDMA network.
- Negotiated mobile roaming and resale agreement with Telstra.
- Implemented local number portability through industry forums (HTAL had major funding commitments dependent on the delivery of number portability).
- Managed telecommunications regulatory issues associated with new service and network launch, debt financing and float.

Havyatt Associates Pty Ltd

Jul 1996-Aug 1998

Telecommunications and media strategy consultancy employing only self as consultant (including 18 months interim assignment at Austar and its parent company UIH).

Principal

Responsibilities

- Sell consulting capabilities to potential clients, including estimating time required for completion.
- Deliver consulting services, primarily business plans and participating in negotiations.

Achievements

- Developed business plans for new business for the Executive Chairman of Austar, Don Hagans, and negotiated with third parties on their implementation. These included broadband businesses, racing channels, shopping channels among others.
- Obtained a telecommunications carrier licence for Austar (in the name of Windytide).
- Advised other new star-up businesses in a Health pay TV channel and a radio ad distribution network.
- Advised Semaphore (a wireless telephony and internet business) on regulatory and interconnection requirements.

Telstra Corporation

Nov 1979-Jun 1996

Australia's largest (and then Government owned) telecommunications service provider. Over the period Telecom Australia was merged with OTC and renamed Telstra. In 1987 the company changed from a State based structure to a set of nationally organised business units.

Account Director, Media and Business Development

Nov 1993-Jun 1996

Responsibilities

- Manage a Sales Team in the Government, Finance and Service Sales unit of 14 responsible for annual revenue of \$90 million. The GF&S was the Unit in Telstra's Corporate and Government Division that had responsibility for the national Account Management of Telstra's 300 largest customers.
- Develop strategies for growth in the portfolio.
- Lead and develop a team of talented sales, marketing and service personnel.
- Develop and implement growth strategies across the GF&S portfolio,

Accountabilities

- Brought the portfolio into profitability for the first time.
- Re-signed Seven Network video distribution contract.
- Signed the Foxtel video distribution contract (total value \$10M pa).
- Developed the 0055/1900 industry for renewed growth through management of the information service providers (10%pa).
- Implemented program for Call Centre development in client organisations.
- Led sales billing groups that resolved issues affecting customers after introduction of new billing system (Flexcab).

General Manager, Strategy and Planning

Oct 1992-Nov 1993

- Prepared the International Growth Strategy for the Group Managing Director Corporate, International & Enterprises for Board submission, worked on Corporate and Business Unit Strategic and Operational Plans, and reviewed regulatory strategy. These were the early days of the newly formed Telstra (AOTC at the time), and these plans, with minor modification, formed the platform for Telstra's operation for its first five years.
- In conjunction with Corporate Strategy, developed a coordinated growth plan for the Corporation.
- Participated as a member of Telecom's "Information Society 2000" Project to inform and direct strategy. This led to formation of the Telstra Multimedia Group.

General Manager, Sales Operations

Sep 1991-Oct 1992

- Reviewed, in conjunction with external consultants, the sales and marketing function of the Corporate Customer Division (that had been created in 1987 as a national Business Unit

servicing Telecom's largest customers) and presented the recommendations at many meetings in the Division and to other Divisions

- Implemented the majority of these changes, including new job and team structures, new training curriculum, a new marketing organisation, new planning processes and recommending new information systems and remuneration and recognition programs.
- Managed the Sales Operations group of 84 staff, including business planning, communications consultants, sales remuneration and training and development.
- Implemented further major structural changes consequent on the merger with OTC.
- Developed, in conjunction with Marketing, the Strategic Partnership Agreements and implemented the sales program. This program has been credited as the single largest contributor to Telecom market share retention amongst Corporate Customers following the introduction of network competition.
- Guided the project to introduce new remuneration programs including contract (rather than award) employment for all sales staff.

ADDITIONAL DETAILS

Board Experience

Student Fellow, University of Sydney Senate, 1979
Board Member, Australian Communications Industry Forum (ACIF), 01-06; Chair, F&A committee 03-06
Board Member, Australian Mobile Telecommunications Association (AMTA), 01-07
Board Member, Telecommunications Industry Ombudsman (TIO), 00-03
Director, Endeavour Credit Union, 91-94, 95-99, Chair 98-99;
Member Audit Committee 92-97, Chair 95-97
Chair, Board of Management, Glen St Theatre 97-99
Postgraduate Student Member, University of Wollongong Council, 2020

Prizes and Recognition

Lithgow Scholarship No. 4 (1st in Philosophy III) 1978
J Guise Memorial Prize for Econometrics 2003
Finalist, Freeman Seamons Public Speaking Competition, Rostrum Australia, 1991
Finalist, Communications Ambassador, Accoms Awards 2005, 2006
Finalist, Best Columnist, IT Journalism Awards (the Lizzies) 2010
Honorary Life Member, Communications Alliance

PUBLICATIONS

ARTICLES

- Havyatt, D 2008, 'Why vertical structural separation is in the interests of incumbent telcos, and why they don't see it', *Telecommunications Journal of Australia*, vol. 58, no. 1.
- 2017, 'The Components of Efficiency', *Network: A publication of the ACCC for the Utility Regulator's Forum*, no. 62.
- 2022, 'Toward consumer-centric energy network regulation: Australia's experience', *Utilities Policy*, vol. 78, p. 101404. <https://doi.org/10.1016/j.jup.2022.101404>
- Johnstone, D & Havyatt, D 2021, 'Sophistry and high electricity prices in Australia', *Critical Perspectives on Accounting*, (in press)

BOOK CHAPTERS

Havyatt, D 2022, 'A History of Electricity Reform in Australia'. Ed Guillaume Roger. Monash University Publishing.

BOOK REVIEWS

- Havyatt, D 2008, 'Wrong number or simply crosstalk? A review of 'Wrong Number' by Henry Ergas', *Telecommunications Journal of Australia*, vol. 58, no. 2/3.
- 2009, 'Australian broadband battles-A warrior's account: A review of Paul Fletcher's 'Wired Brown Land'', *Telecommunications Journal of Australia*, vol. 59, no. 2.

CONFERENCE PAPERS

- Havyatt, D 2002, 'Response to Professor Berg "Institutional Requirements for Second Generation Reform"', paper presented to ACCC Conference on Regulation and Competition, Sydney, Australia, 25 July 2002.
- 2009, 'Service provider quality: The need for research', in Record of the Communications Policy & Research Forum 2009, p. 319.
- 2010, 'The Structure of the Telecoms Industry', paper presented to Communications Policy & Research Forum, Sydney, Australia 15-16 November 2010.
- 2011, 'Competition policy for the digital economy', paper presented to Communications Policy and Research Forum, Sydney, Australia, 7-8 November 2011.
- 2019, 'Planning the energy transition: A primer for policy makers' Paper presented to 'Energy and Society in Transition' 2nd International Conference on Energy Research and Social Science Arizona State University, Tempe, AZ, USA, 29 May 2019.

RESEARCH PAPERS

- Grozev, G., Havyatt, D., Nepal, R., Christopher, T., & Perez, P. 2022. Analysis of historical wholesale electricity spot price volatility in South Australia and their projections in 2030 and 2040. A report for the South Australian Productivity Commission available at <https://www.sapc.sa.gov.au/inquiries/inquiries/south-australias-renewable-energy-competitiveness/commissioned-research-to-support-the-inquiry/Question-C-Projections-of-spot-price-volatility-UoW.pdf>
- Havyatt, D 2010, 'Self-regulation in telecommunications didn't fail—it was never really tried'. Available at http://www.havyatt.com.au/docs/wps/Self_Regulation.pdf
- 2016, 'Negotiated Settlement and Consumer Engagement: UK Experience and lessons for Australia'. Available at <https://energyconsumersaustralia.com.au/publication/negotiated-settlement-and-consumer-engagement-uk-experience-and-lessons-for-australia/>
- 2017, 'Electricity Meter Data Portability: Discussion Paper' Available at <https://energyconsumersaustralia.com.au/publications/electricity-meter-data-portability-discussion-paper>
- 2018, 'Operationalising the Long-Term Interests of Consumers'. Available at <https://energyconsumersaustralia.com.au/publication/operationalising-long-term-interests-consumers/>
- 2018, 'Contemporary Energy Consumer Protections: Framing paper' Available at <https://energyconsumersaustralia.com.au/publications/contemporary-energy-consumer-protections-framing-paper>
- 2020, 'Two-sided markets: application to electricity A working paper on market design in the Australian electricity market'. Available at https://www.researchgate.net/publication/342276396_Two-sided_markets_application_to_electricity_A_working_paper_on_market_design_in_the_Australian_electricity_market
- 2020, Economic Regulation of Electricity Distribution: Theory and Practice in Australia, Energy Consumers Australia. Available at https://www.researchgate.net/publication/352800071_Economic_Regulation_of_Electricity_Distribution_Theory_and_Practice_in_Australia
- 2020, 'A History of Electricity Reform in Australia'. Available at https://www.researchgate.net/publication/344803470_A_History_of_Electricity_Reform_in_Australia
- 2021, 'Australian electricity prices 1953 to 2020'. Available at https://www.researchgate.net/publication/349992582_Australian_electricity_prices_1953_to_2020_v5
- Havyatt, D, Grozev, G, Nepal, R, Christopher, T & Perez, P 2022, Future wholesale and retail electricity prices in SA in 2030 and 2040 under select ISP scenarios, A report for the South Australian

Productivity Commission available at <https://www.sapc.sa.gov.au/inquiries/inquiries/south-australias-renewable-energy-competitiveness/commissioned-research-to-support-the-inquiry/Question-D-Wholesale-and-retail-price-projections-UoW.pdf>

Havyatt, David, Rabindra Nepal, and David Johnstone. 2022 "AER Consideration of Demand Side Issues in Making the Rate of Return Instrument." A report for Energy Consumers Australia available at <https://www.aer.gov.au/system/files/CRG%20-%20Advice%20Draft%20RoRI%20Attach%203a%20UoW%20Demand%20Side%20Report%20Final%20-%20August%202022.pdf>

SUBMISSIONS

- Havyatt, D 2017, Customer Access to Data: Submission to the Productivity Commission. A submission for Energy Consumers Australia.
- 2017, Distribution Market Model: Response to the AEMC Approach Paper. A submission for Energy Consumers Australia.
- 2017, Electricity Network Economic Regulatory Framework Review: Response to the AEMC Approach Paper. A submission for Energy Consumers Australia.
- 2017, Profitability measures for regulated network businesses: Response to the AER Discussion Paper. A submission for Energy Consumers Australia.
- 2017, Regulatory treatment of inflation: Response to AER discussion paper. A submission for Energy Consumers Australia.
- 2017, Regulatory treatment of inflation: Response to AER preliminary position paper. A submission for Energy Consumers Australia.
- 2017, Review of the rate of return guideline: Response to the AER Issues Paper. A submission for Energy Consumers Australia.
- 2018, Consumer Access to Energy Data: Response to Government Consultation. A submission for Energy Consumers Australia.
- 2018, Review of the rate of return guideline: Response to the AER Draft Guideline. A submission for Energy Consumers Australia.
- 2019, 2019 Economic Regulatory Framework Review: Submission. A submission for Energy Consumers Australia
- 2019, Coordination of Generation and Transmission Investment: Submission. A submission for Energy Consumers Australia
- 2019, Converting the Integrated System Plan into Action Consultation Paper: Submission. A submission for Energy Consumers Australia
- 2019, Draft Interim Forecasting Best Practice Guideline — Retailer Reliability Obligation: Submission. A submission for Energy Consumers Australia
- 2019, Forecasting for Retailer Reliability Obligation: Submission. A submission for Energy Consumers Australia
- 2020, Energy Consumers Australia Response to Actionable ISP Draft Rules. A submission for Energy Consumers Australia
- 2020, Submission to ISP Guidelines Issues Paper. A submission for Energy Consumers Australia
- 2020, Submission to the AER Consultation on Reporting on Regulated Network Performance. A submission for Energy Consumers Australia
- 2020, Submission to the ACCC Energy Rules Framework Consultation Paper on Consumer Data Right for Energy. A submission for Energy Consumers Australia
- 2020, Submission to AER Regulatory Treatment of Inflation Discussion Paper. A submission for Energy Consumers Australia
- 2020, Submission to the Technology Investment Roadmap Discussion Paper. A submission for Energy Consumers Australia

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- 2020, Response to the ESB's Post 2025 Market Design Consultation Paper. A Submission for the Network of Illawarra Consumers of Energy
 - 2020, Submission to the HoR Energy and Environment Committee Inquiry into the Climate Change (National Framework for Adaptation and Mitigation) Bill 2020. A Submission for the Network of Illawarra Consumers of Energy
 - 2021, Submission to the AEMC in response to the Transmission Access Reform Interim Report. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the ESB on its Post 2025 Market Design Options Paper. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the AEMC's Metering Review. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the ESB on its Post 2025 Market Design Options Paper. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the AEMC Access, Pricing and Incentive Arrangements for Distributed Energy Resources Draft Rule Determination. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the AER in response to Draft Working Papers on Cashflow and Term for the 2022 RoRI. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the AER in response to the Pathway Paper on Experts and Independent Panel for the 2022 RoRI. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Submission to the AER in response to the Draft Better Resets Handbook. A Submission for the Network of Illawarra Consumers of Energy.
 - 2021, Preliminary Submission to the AER in response to the Review of Expenditure Incentives. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to AEMO on the Draft 2022 Forecasting Assumptions Update. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to AEMO on the Draft 2022 Integrated System Plan. A Submission for the Network of Illawarra Consumers of Energy
 - 2022, Submission to the AER Review of Capitalisation. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to Endeavour Energy (and others) on adapting to climate change. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to the AER in response to the Review of Expenditure Incentives. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Supplementary Submission to AEMO on the Draft 2022 Integrated System Plan. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to the AEMC opposing use of the expedited rule process for the Recovering Cost of TNSP Market Participant Fees. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to the AEMC on the proposed Recovering Cost of TNSP Market Participant Fees Rule. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Rule change request to the AEMC on AEMO Participant Fees. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Submission to the AEMC on the Stage 2 Draft Report of the Transmission Investment and Planning Review. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Initial Submission to the ESB Capacity Mechanism High Level Design Paper. A Submission for the Network of Illawarra Consumers of Energy.
 - 2022, Presentation to AER Workshop on Review of Incentive Schemes. 26 August 2022.
 - 2022, Submission in response to the AER Directions Paper on the Capital Efficiency Sharing Scheme. A Submission for the Network of Illawarra Consumers of Energy.

— 2022, Submission on the Review of the National Consumer Roundtable on Energy. A Submission for the Network of Illawarra Consumers of Energy.

COMMENTARY

- 'Cost-benefit analysis: a policy tool or political club?: A history of projects undertaken without cost-benefit analysis.' *iTnews* 15 Oct 2010
- 'How a cost-benefit analysis could help the NBN case.' *iTnews* 22 Oct 2010
- 'Telstra's long road to customer satisfaction.' *iTnews* 29 Oct 2010
- 'Time to re-think telephone numbers.' 5 Nov 2010
- 'Telcos need to address TIO disquiet.' *iTnews* 12 Nov 2010
- 'Are auctions the best way to allocate mobile spectrum?' *iTnews* 19 Nov 2010
- 'Tougher rules required for mobile telephony.' *iTnews* 26 Nov 2010
- 'The long, hard slog to split Telstra.' *iTnews* 3 Dec 2010
- 'Rethinking security in a WikiLeaks world.' *iTnews* 10 Dec 2010
- 'Convergence Review: An opportunity to think broadly.' *iTnews* 21 Dec 2010
- 'NBN and the art of planning.' *iTnews* 7 Jan 2011
- 'How to oppose the NBN.' *iTnews* 21 Jan 2011
- 'The legal means to cut net access: Under what conditions could the Australian Government cut net access?' *iTnews* 3 Feb 2011
- 'Plenty of room for NBN wireless and Telstra's LTE.' *iTnews* 18 Feb 2011
- 'Did NBNCo pay too much for wireless spectrum?' *iTnews* 21 Feb 2011
- 'NBNCo has more ACCC hurdles to jump.'
- 'Copyright or copy wrong.' *iTnews* 18 Mar 2011
- 'Confusing clouds and hot air.' *iTnews* 4 Apr 2011
- 'Expect twists when untangling copper' *iTnews* 18 Apr 2011
- 'ACCC sets interim backhaul prices' *iTnews* 19 Apr 2011
- 'Telcos need chief customer officers: iiNet' *iTnews* 21 Apr 2011
- 'Telcos talk nonsense on customer service' *iTnews* 29 Apr 2011
- 'Advance Australia Where?: Lots of talk, but little detail on how the NBN might aid the Australian economy.' *iTnews* 10 May 2011
- 'Sex, drugs and spectrum policy: Lawmakers need a clear head to resolve the battle for Australia's mobile spectrum.' *iTnews* 16 May 2011
- 'The NBN must end the telco blame game: Does NBN Co have any incentive to be good to ISPs?' *iTnews* 30 May 2011
- 'Running the ruler over NBN Co's procurement.' *iTnews* 10 Jun 2011
- 'Opinion: Who loses from the Telstra-NBN deal?' *iTnews* 24 Jun 2011
- 'The challenge of mobile data: Nobody wants towers, everybody wants coverage.' *iTnews* 11 Jul 2011
- 'Can consumers be expected to understand mobile pricing?' *iTnews* 28 Jul 2011
- 'NBN, the Blowhole and other political analogies.' *iTnews* 5 Aug 2011
- 'Why can't communications companies communicate?' *iTnews* 19 Aug 2011
- 'Vale ATUG: Big users lose their voice.' *iTnews* 2 Sep 2011
- 'The NBN debate: Where smart people say dumb things.' *iTnews* 16 Sep 2011

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- 'NBN is too expensive for the innumerate: Dissecting a misdirected coalition assault.' *iTnews*
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- 'What Australian telcos could learn from Apple: Relentlessly focusing on the customer.' *iTnews*
14 Oct 2011
- 'Europe changes tune on broadband: Faith in financial principles are not always well-founded.' *iTnews*
21 Oct 2011
- 'Is the digital dividend a billion dollar windfall?' *iTnews* 11 Nov 2011
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- 'NBN, Telstra under pressure to complete the real deal' *iTnews* 27 Jun 2014
- 'Slow progress in Turnbullistan: How has the NBN moved ahead since regime change?' *iTnews*
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- 'Apartments left in broadband limbo by TPG ruling' *Australian Financial Review* 16 Sep 2014
- 'Economic theory trumps real world sense in NBN reviews' *Australian Financial Review* 7 Oct 2014
- 'STEM skills need lifelong nurturing: A problem too big for the political cycle.' *iTnews* 15 Oct 2014
- 'A new age for the use of public data: Quest for efficiency trumps privacy concerns.' *iTnews* 28 Oct 2014
- 'Australia needs to stop selling its innovation sector short: We need a global perspective.' *iTnews*
31 Oct 2014
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- 'Tight purse-strings thwart tech research' *Australian Financial Review* 9 Dec 2014
- 'Questions remain after tech giants Google, Apple and Microsoft tough out tax grilling' *Australian Financial Review* 13 April 2015
- 'A culture of risk takers needed to address Australian venture capital failings' *Australian Financial Review*
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- 'Coalition policy shift creates NBN Co mess' *Australian Financial Review* 3 Jul 2015
- 'ICT key to agri-tech advances.' *InnovationAus.com* 8 Jul 2015
- 'Hope, or just a hopeless joke?' *InnovationAus.com* 13 Jul 2015
- 'Inflated job claims don't help policy.' *InnovationAus.com* 22 Jul 2015
- 'Innovation Index: what a crock.' *InnovationAus.com* 28 Jul 2015
- 'Global policy advice on startups' *InnovationAus.com* 11 Aug 2015
- 'Clover Moore's startup action plan' *InnovationAus.com* 19 Aug 2015
- 'STEM vs STEAM: the new debate' *InnovationAus.com* 25 Aug 2015
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