

Question on notice – James McTavish

Transcript 1

The CHAIR: Who then signs off from a process perspective, once you've made that decision to appoint a person into a contract role? Who then signs off on that? Is it purely your decision or did you need to then get someone else to sign?

JAMES McTAVISH: As the hiring manager, I make a recommendation, and it is the secretary of the department who appoints senior executives.

The CHAIR: Even for a contract?

JAMES McTAVISH: Yes, that's correct.

The CHAIR: Okay. Then the decision was made to extend the contract for a further six months. Again, presumably that was signed off at the secretary level when you did the extension—or did that not need to be?

JAMES McTAVISH: I would have to defer to somebody with greater knowledge around this. It's my understanding that all senior executive contracts are required to be signed by the departmental head. I certainly did not. I am not the decision authority or the delegate in relation to signing public service contracts, including extensions.

Answer 1: The policy for these decisions is outside of my responsibilities.

Question on notice 2 – James McTavish

Transcript 2

The Hon. Dr SARAH KAINE: First of all, thank you, Mr McTavish, for coming along and for what seems to be a career of public service. Can I just confirm, when did you first get Ms Watts' CV?

JAMES McTAVISH: I believe it was July 2019. I would have to check my email records, but it's about that time—midyear 2019.

Answer 2: The CV was first received by email on 11 July 2019.

Question on Notice 3 – James McTavish

Transcript 3

The Hon. MARK BUTTIGIEG: Do you think at the stage of the interview the \$4,000 donation should've been declared to you?

JAMES McTAVISH: During an interview process I don't think it's necessarily appropriate to be determining what the financial position of any applicant is. I think that matters that have occurred previously, while they're of interest to some, are not necessarily relevant in my decision to make a recommendation around her employment.

The Hon. MARK BUTTIGIEG: So the fact that a senior National Party person, secretary of the National Party has given \$4,000 to that party, unsolicited CVs land on your desk—"as discussed", I think, were the words. By the way, can you table that email from Connell?

Answer 3: A copy of the subject email is attached.

From: Mark Connell
Sent: Thursday, 11 July 2019 12:32 PM
To:
Subject: FW: CV
Attachments: Emma Watts_CV_01042019.pdf

Hi James.

Here is the CV I discussed.

Feel free to call anytime.

Cheers
Mark

Mark Connell
Chief of Staff
Office of the Deputy Premier of NSW
Minister for Trade and Industry
Minister for Regional NSW



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EMMA WATTS

[LinkedIn](#)

External relations, engagement, strategic communications and policy professional

Senior communications, relationships and policy manager working for industry and government. Experienced in transformation initiatives, energy, climate change, environment, water and politics. Values driven with history of providing considered advice and finding solutions in high profile, contentious policy areas.

Key skills

- Liaison and influencing at senior levels, working with Ministers, industry CEOs and senior executives. Experience with both State and Federal government, political processes and strong networks across key stakeholders.
 - Developing strategies for industry transformation initiatives, consumer and stakeholder engagement, communications, marketing, digital and political campaigns, issues management.
 - Strong written and verbal communications skills to produce content for range of audiences, including media, institutions, government, stakeholders and digital platforms.
 - Project management and strategic planning including budgets, engagement, recruitment of expert advice and stakeholder liaison.
 - Building and leading teams in pressured and complex environments.
 - A strong understanding of corporate processes and governance based on board reporting experience with capital intensive sectors and board participation.
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EMPLOYMENT EXPERIENCE

NSW Government

April 2019 – Present

Ministerial Adviser – Minister for Water, Property and Housing

Recruited as a trusted adviser and experienced manager to support the establishment of a new Ministerial office for the Minister for Water, Property and Housing, The Hon Melinda Pavey, following the March 2019 election.

Responsibilities

- Leadership during the transition to a fully staffed Ministerial office, providing diverse staff requirements.
- Supported the establishment of an effective Ministerial office, including staffing, procedures and operations.
- Advice on engagement with portfolio and non-portfolio matters.
- Managed day-to-day operations of the Ministerial office including staff management, liaising with ministerial offices, parliamentarians, departmental executives and other stakeholders, program management, responding to inquiries, preparing for parliamentary matters and office management and administration.

The Energy Charter

April 2018 – February 2019

CEOs from across the gas and electricity supply chains committed to developing a consumer charter to progress the culture and solutions required to deliver energy in line with community expectations. It is the first whole-of-sector initiative to address energy customer expectations.

Project Director

Reporting to the Industry Working Group Chair, I had sole responsibility for the development and management of the project by January 2019. The Energy Charter was successfully launched on 31 January, with strong engagement and positive responses across the supply chain, institutions and media.

Responsibilities

- Develop a strategy and work plan for 2018 and execute the work plan on time and budget, including retaining and working with consultants.

- Energy Charter content development and delivery by January 2019.
- Ensuring the voice of the consumer and end-user was sought and taken into account, including through Energy Consumers Australia, End-User Consultative Group and broader stakeholder engagement.
- Manage the day to day operations of the Energy Charter including responding to inquiries, liaising with existing and potential signatories and other stakeholders, and administering funding arrangements.
- Work with the CEO Steering Committee, Industry Working Group and End-User Consultative Group.
- Building momentum for industry and stakeholder engagement.

Achievements

- **The Energy Charter and Energy Charter in Operation:** Developed and delivered the [Energy Charter reporting principles](#) and [governance documents](#) on time, with the endorsement of participating CEOs. The direction of the initiative received constructive and positive feedback from stakeholders.
- **Consultation Strategy:** Managed direct engagement with groups reaching over 200 individuals, via webinars, stakeholder forums and individual briefings. Achieved 2000 page-views of engagement material online over four-week period, creating strong engagement within a three-month period.
- **Communications and Stakeholder Engagement Strategy:** Developed and implemented the Communications and Stakeholder Engagement Strategy, creating relationships and awareness of the initiative with stakeholders ahead of the public consultation. Developed brand and website within a modest budget. Launch of the Energy Charter received positive and widespread coverage in metropolitan print media and ABC national affairs media. It included a launch event attended by Energy Company CEOs and Board members and a [CEO endorsement video](#).
- **Establishment of new Energy Charter secretariat:** Developed budgets, relationships with key vendors and administrative functions to deliver the Charter on time and on budget.

Energy Networks Australia

Energy Networks Australia is the peak national body representing Australian gas and electricity distribution and transmission businesses.

Director, External Relations

January 2016 – April 2018

Reporting to the CEO, I headed the External Relations team to provide strategic communications, media, engagement and policy advice to support ENA's advocacy of policy priorities.

Responsibilities

- Lead External Relations work program including the Strategic Advocacy Plan, consumer engagement, community and stakeholder perceptions research and working group activity. Represent the organisation at relevant forums and liaise with government agencies, energy networks and stakeholders on policy positions.
- Advice and strategy for external relations and communications activity and deliver advocacy, communications and media content for a range of audiences.
- Manage Principal Media Advisor, and communications, creative, policy and engagement consultants.
- Engage with Board and CEOs on operational and external relations matters.
- Develop engagement strategy and program for biennial conference and major events.
- Project management and content for major publications, annual report and website.

Achievements

- **Electricity Network Transformation Roadmap:** Working with CSIRO and stakeholders I was responsible for customer orientation content, engagement and communications. Developed Roadmap communications strategy resulting in over 35,000 views of Roadmap website content. Media coverage of the Roadmap Key Concepts report (Dec-16) reached an audience of over 12 million and the Roadmap Final Report (April-17) reached an audience of over 5 and a half million. The Roadmap and its engagement was identified as a key driver of positive sentiment towards Energy Networks Australia in stakeholder reviews.
- **Industry Awards:** Initiated the well-received Energy Network Innovation and Consumer Engagement Industry awards in 2017, including partnering with Energy Consumers Australia for the Consumer Engagement award and working with key stakeholders including the Australian Energy Regulator, leading consumer advocates and research institutions.

- **Development and execution of strategic advocacy plan:** Comprising an extensive research program, workshops with executive staff and CEOs and the approval of the plan by CEOs. Key deliverables were built into the ENA Business Plan, including Hello Grid, the organisation's rebrand, leveraging special projects and setting targets for performance and engagement.
- **Hello Grid and online platforms:** Delivering phase two of Hello Grid, incorporating gas innovation content and exceeding all KPIs prior to campaign finalisation. Built a strong presence for ENA owned digital platforms. Pageviews of ENA website content increased 213% between FY13/14 and FY16/17. Twitter impression grew by 390% between FY14/15 and FY16/17 and is experienced further growth in 17/18.
- **Energy Networks 2016:** Developed communications and engagement strategy and program for Energy Networks 2016. Exceeded delegate financial target by 61% and received substantial media coverage, through detailed communications plan and strong program development. Recognised by delegates and the Board as a success and important showcase for the sector.

External Relations Manager

February 2014-January 2016

Reporting to the CEO to deliver strategic communications, engagement and policy advice.

Responsibilities

- Implement ENA communications and external relations strategy and deliver advocacy, communications and media content for a range of audiences.
- Lead external relations and consumer engagement work program and Working Group activities. Represent the organisation at forums and liaise with government agencies, members and stakeholders on policy.
- Manage event, communications, creative, policy and engagement consultants.
- Liaise with Board and CEOs on operational and external relations matters.
- Develop engagement strategy and program for biennial conference and major events.
- Project management and content for major publications, annual report and website.

Achievements

- **Consumer Engagement:** Established the consumer engagement work program, working with advocates and practitioners to strengthen capacity through Consumer Engagement Working Group, Customer Engagement Handbook and Consumer Engagement Forums.
- **Hello Grid Digital Campaign:** Developed CEO Forum agreed consumer campaign *Hello Grid* working with creative agency, members and stakeholders to develop and promote the campaign. Campaign metrics substantively exceeded, providing proof of concept and member CEOs agreed to campaign extension.
- **Energy Networks 2014:** Project Management and Program Development for Energy Networks 2014, exceeding sponsorship targets by 37% and delegate targets by 85%, through a comprehensive marketing and communications plan and program development.

Communications and Policy Adviser

September 2012- February 2014

Reporting to the CEO and recruited to establish the new policy advocacy and communications role.

Responsibilities

- Implement ENA communications strategy and contribute to policy positions, reports and briefings with appropriate messaging. Represent the organisation at relevant forums and liaise with government agencies, energy networks and stakeholders on policy positions.
- Media and communications, including media releases, publications, website, speaking notes, and developing databases of media, communications staff and stakeholders.
- Assist the CEO in preparing for ministerial meetings, public forums and media engagement.
- Develop engagement strategy and program for biennial conference and major events.

Achievements

- **Foundational role:** Develop new Communication and Policy Adviser role including the first communications and engagement strategy, key messaging, media and stakeholder databases, media engagement, online platforms and analytics.

- **Publications and advocacy:** Initiate major publications and member information services including annual *Year in Review* publication, ENA Priorities for Australian Energy Networks developed prior to 2013 Federal election and weekly 2013 election campaign summary of relevant announcements produced for CEOs and Communications contacts.
- **Events strategy:** Develop process and strategies for seminars and events, including the Annual Dinner. These are consistently recognised by stakeholders as a key strength of ENA.

Australian Industry Greenhouse Network (AIGN)

AIGN is a network of Australian manufacturing, resource and energy businesses and industry associations that have a serious interest in climate change and energy issues and policies.

Senior Policy Adviser

October 2009 – September 2012

Reporting to the CEO, during major climate change and carbon policy negotiations I developed policy positions and represented AIGN at consultative forums and with attendance at conferences and seminars. Managed the activities of the AIGN in the CEO's absence.

Responsibilities

- Development of submissions, reports and industry positions for cross-sectoral policy advocacy.
- Liaise with CEO, Chair and Board on operational and policy matters.
- Provide strategic advice on parliamentary climate negotiations and legislative processes.
- Represent AIGN at senior forums and liaise with government agencies and stakeholders on policy positions.
- Management of the work and activities of the AIGN Research Assistant.
- General management and organisation of secretariat operations, Co-coordinating agenda and papers for AIGN's monthly meetings comprising member CEOs and senior executives
- Managing and maintaining content for communications activities and AIGN website.

Achievements

- **Organisational leadership:** Managed AIGN Secretariat during 5-month secondment of CEO to Prime Ministers Taskgroup on Emissions Trading and co-ordinated response to the Taskgroup considerations.
- **Membership growth:** During my tenure at AIGN membership levels peaked, with industry associations and companies valuing the access provide by monthly meetings and member services including industry intelligence during climate legislation negotiations.

Research Officer

October 2004 – October 2009

Recruited following a restructure of AIGN, and reporting to the CEO, I developed advice for AIGN members, preparing submissions, reports and presentations for government, committees and inquiries and co-ordinated member contributions to these activities.

Responsibilities

- Develop submissions, reports and industry positions.
- Liaise with CEO, Chair and Board on operational and policy matters.
- General management and organisation of secretariat operations.
- Deliver daily news brief featuring energy and climate domestic and international news.
- Develop agenda and papers for monthly meetings with CEOs and senior executives.
- Manage and maintain content for communications activities and AIGN website.

Achievements

- **Greenhouse Gas and Energy Reporting:** Lead the industry response and position on the new national greenhouse and energy reporting system (NGERS) and represented AIGN at negotiations and forums.
- **Industry Representative, Greenhouse Challenge Plus Industry-Government Partnership Committee:** The Greenhouse Challenge was a joint initiative between the Australian Government and industry to take action to reduce greenhouse emissions. Challenge Plus delivered an expanded industry partnership program to integrate greenhouse issues into business decision making.

Elrington Boardman Allport Lawyers, Canberra

Client Relationship Manager

October 2003 – October 2004

Development of a new Client Relationship Role for a mid-tier legal firm. Reporting to the Managing Partner,

Responsibilities

- Implement marketing plan and budgets, and co-ordination of team communications.
- Gather of market intelligence (client, competitors and industries), tender and survey monitoring, writing, submission and ongoing management.
- Co-ordinate all business and industry association activities, event management including networking program, seminars, cocktail parties and dinners.

Achievements

- **Foundational role:** developed strong processes and baseline reporting for new role.
- **Practice growth and retention:** Successfully managed the client engagement process to merge firm with smaller firm as part of growth strategy.

Legislative Council - NSW Parliament, Sydney

Adviser (Hon Melinda Pavey MLC)

September 2002– October 2003

Adviser to the Hon Doug Moppett MLC

August 1998 – June 2002

Responsibilities

- Parliamentary support to two successive members of the NSW Legislative Council. Liaise with Federal and State Members of Parliament, staff, constituents and industry groups.
- Organise tours and key seat support in Dubbo, Murray-Darling, Port Macquarie, Monaro and Parkes.

Achievements

In opposition, I was recruited to support the Shadow Minister for Land and Water Conservation, Don Page, to develop policy positions, submissions, speaking notes, and media releases.

- Managed the legislative approach to Water Management Bill 2000 in the Legislative Council and Legislative Assembly securing important amendments.
- Developed with Mr Page the New South Wales Liberal and Nationals Natural Resource (Water, Native Vegetation and Forestry) policies prior to the March 2003 Election.

VOLUNTARY AND PERSONAL ACTIVITIES

The Nationals

- Federal Secretary August 2018 - Present
- NSW Nationals: Monaro Campaign February 2019 – March 2019
- Chairman of the Policy Standing Committee July 2014 – August 2018
- Member of Federal Executive July 2017 – Present
- Member of Federal Management Committee July 2014 – Present
- Constitution and Ethics Committee, NSW Nationals June 2011 – Present
- Senior Vice-Chairman, NSW Nationals June 2011 – June 2012
- Vice-Chairman, NSW Nationals June 2009 – June 2011
- Central Executive, NSW Nationals June 2008 – June 2012

Non-Executive Director, Page Research Centre

2014 - August 2018

The Page Research Centre focuses on policy research for rural and regional affairs. I was a Director for four years, deciding the priorities of the Trust and oversee governance and financial health of the Trust.

Delegate, Australian Political Exchange Council

November 2012

I was a delegate for the Australian Political Exchange Council cross-party exchange to the USA during the 2012 Presidential election travelling to Washington, Florida and Oklahoma.

Campaign Director: Monaro

March 2010 - March 2011

I managed the marginal seat campaign in Monaro for the Deputy Premier of NSW, John Barilaro. I worked full time for three months to lead the campaign, developed media and engagement strategies and managed a team of employees and volunteers. This unexpected win in 2011 was the result of a four-year strategy.

Delegate, Australia Malaysia Institute Young Leaders Exchange

June 2006

In 2006 I participated in the inaugural Australia Malaysia Institute Young Leaders Exchange. The program aims to bring together future leaders and opinion makers of Australia and Malaysia.

Growth Agriculture and Innovate AG

I am involved in the strategic direction and planning for a family owned small business based in Northern NSW and Southern Queensland. Growth Agriculture and Innovate AG undertake R&D, introduce and manufacture innovative and environmentally responsible agricultural products focused on enhancing foliar nutrition and Integrated Pest Management (IPM) in crop management. Innovate Ag took over the commercial development of Sero-X, a non-toxic, bee-friendly, world-first plant extract bio-pesticide in 2011 and has worked alongside world-renowned research scientists to bring the product to market.

TECHNICAL SKILLS

Highly proficient: Microsoft Word, Powerpoint and Excel; Drupal website content management system; Campaign Monitor; Social media, Twitter, Facebook and LinkedIn.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- **Women & Leadership Australia, Executive Ready** **October 2017 – September 2018**
Women & Leadership Australia's Executive Ready course is a seven-month leadership program. I was awarded scholarship targeting women in senior roles in energy.
- **Social Media Marketing Essentials Course** **April 2017**
Association for Data Driven Marketing and Advertising (ADMA)
- **Foundations of Directorship** **July 2016**
Australian Institute of Company Directors: Governance, Finance. Strategy and Risk for Directors
- **Masters, Public Policy and Politics** **March 2004 – November 2005**
Macquarie University
- **Graduate Certificate, Public Policy** **March 2002 – November 2002**
Sydney University
- **Bachelor of Arts (Hons)** **1995 – 1998**
Macquarie University: Honours thesis completed on the future of The Nationals.

REFEREES

Ms Lynne Gallagher, Director Research, Energy Consumers Australia