

Shivendra Singh

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PROFESSIONAL HIGHLIGHTS

- 13+ years' of experience in Data Strategy, Architecture, Data Engineering, Analytics, and Program Delivery.
- Transformational leader with a proven ability to reshape data landscapes, empowering teams and driving sustainable growth through strategic influence and innovation.
- Experienced in managing large, cross-functional teams across continents; focusing on enhancing data trustworthiness, accessibility, and actionable insights.

WORK SUMMARY

- Spearheaded the development and implementation of comprehensive Data Strategy, aligned with organisational goals, to drive value through data, across multiple organisations
- Directed data programs and governance practices, ensuring consistent operational continuity and resilience.
- Collaborated and partnered with stakeholders to deliver large-scale programs using Agile methodologies, improving cross-functional alignment
- Led Information governance and ensured regulatory compliance to state laws, enhancing business and community trust through data security, architecture, lineage, glossary, data quality, policies and privacy practices
- Fostered effective communication to build a shared understanding of the company's vision and mission, which has been instrumental in cultivating trust among employees, customers, and stakeholders
- Successfully managed vendor relationships across Australia, New Zealand, Germany and India, including negotiations on RFQs, Tenders, SOWs and MSAs including buy NSW, Core& and PSPA
- Optimised resource allocation and managed budgets for data, spatial Information and Enterprise Information management teams achieving cost efficiency and operational effectiveness.

PROFESSIONAL EXPERIENCE

Head of Information & BI Services, Camden Council 06/2024 – present | Sydney, Australia
I oversee Data & Insights (D&I), Enterprise Information Management (EIM/ EDMS/ Records Management), and Spatial Information Services (SIS) functions within DTI (IT) branch.

Deliverables and Outcomes:

- Enterprise Data Strategy** (Approved & being implemented)
Key recommendation in the data strategy included:
 - Data Foundations: Improve Organisation's data maturity by developing a greenfield Azure Databricks based Enterprise Data Lakehouse, to create a Single Source of Truth to support data-driven decisions across the organisation
 - Data Capabilities: Recommendation to deliver 18 priority use cases including multiple dashboards on Corporate Performance (KPIs), Advocacy - demographic data and growth, Sustainability & Waste, Enterprise Risk reporting, Contribution (Finance) reporting, Internal Audit, etc. while providing actionable insights visualised through Power BI. (Additional 54 high value use cases across six directorates)
 - Governance & Culture: Implement Information and Data Governance Framework (using DAMA). Create/update Information Management policies, procedures, and guidelines such as AI guidelines, Sensitive Information Classification & Labelling implementation on MS Purview, PI Audit & Remediation (NSW PPIP Act), etc. to enable new capabilities
- Enterprise Business Intelligence** - Operational and Capability reports/ dashboards in PowerBI
 - Sustainability: Reports on renewable power generation and usage metrics, Waste reporting, IoT sensors water quality
 - Customer Planning & Performance: KPI reporting on all directorates and branches for performance & project management
 - Employee Survey (eNPS): Employee satisfaction survey per directorate and branch, trend analysis, etc.
 - Risk Registers: Enterprise Risk and claims reporting for proactive control and management
 - Cybersecurity incident reporting using MS Defender, Upguard and other systems
- Enterprise Data Lakehouse** (Implementation in-progress)
Camden Council lacked a single source of truth and most reporting and analytics is done through point-to-point integration from source to PowerBI or through excels stored on local desktops. During executive leadership interviews, building a trustable single source of truth was the top priority.

I interviewed multiple local government data leaders across Australia (CoM, CoGG, etc.) to understand their use cases, tech stack, operational and capital costs, challenges faced and learnings, to finalise our target architecture. We finalised Azure Databricks through a rigorous ROI exercise. We have leveraged multiple mid-tier Microsoft gold partners till date to enable our data team and reduce time to outcomes by win-win partnerships.

We hope to deliver 18 priority use cases around HR, Payroll, Corporate performance, Finance, etc. within the next 18 months through a hybrid operating model.

- **Open Data (D&I)** - foster greater transparency and accountability
 - Mowing Schedule: Community members can look at the mowing schedule visualised on a Camden LGA boundary map available on our open data portal - first in Australia
 - Hook, Line & Capture: Community members within the council can showcase their catch in the Nepean waterways with details such as species, length, location, etc. The project will be extended to other Sydney's Parkland Councils based on NSW state funding.
- **EDMS Upgrade** (EIM - Planning stage): Upgrade Opentext Content Manager from 9.x to 10.x to move to a supported version, as a short-term goal. Long-term we are evaluating Content Manager Cloud platform (SaaS) alongside other EDMS products leveraging M365 products.
- **Record Destruction** (EIM - Execution stage): The EIM team's Record destruction procedure has been endorsed by the ELG and the destruction of high risk data, as flagged by PI Audit program, has started with HR and Family Daycare data in EDMS being prioritised.
- **GDA2020 Upgrade** (SIS - Planning stage) - QGIS datum to be upgraded to GDA2020 to reduce manual intervention and improve productivity while processing NSW Spatial Services Cadastre.
- **NSW Information Classification, Labelling & Handling** - Implemented using MS Purview on M365 products

Head of Data Platforms & Engineering, Event Hospitality & Entertainment Ltd (ASX: EVT)

11/2019 - 09/2023 | Sydney, Australia

Awards:

CEO 'HQ Rising Star' award for being a "Customer Focussed, Unstoppable, Gnarly Problem solver, Supportive Challenger" [2020]

Runners Up - Business Transformation of the Year - Hotels Dashboard Project [2022]

Deliverables & Outcomes:

• **Enterprise Data Strategy**

My responsibilities were to evaluate Deloitte's five-year IT Roadmap (2019) and develop the Enterprise data strategy aligned with the business strategy. Key recommendations in the data strategy included:

- Risk reduction: Retirement of a 12-year-old on-prem Enterprise Data Warehouse (EDW) and related reporting solutions (Business Objects, Crystal reports, InforPM)
- Enablement: Development of a greenfield cloud-based Enterprise Data Warehouse and Enterprise BI platform
- Customer and Growth: The tactical strategy was to improve Customer Sentiment Score via NPS & eNPS surveys and provide actionable intelligence for the SLT. The strategic recommendation was to build a single view of the customer (SCV) through a new Customer Data Platform (CDP) across all the businesses for better targeting (marketing campaigns) across multiple channels (cross-sell & up-sell).

The successful execution of the data strategy through multiple projects, over 4 years, transformed EVT into a data-driven organisation, with over 250 daily active self-service business users, making critical business decisions and driving growth and operational efficiencies.

• **Enterprise Data Warehouse** (Strategy execution)

EVT had critical hardware (on-prem monolithic server), software (unsupported software: SQL-2000, InforPM, Crystal reports), and people risks associated with its legacy data warehouse. My job was to replace the legacy platform, processes and tools with a greenfield cloud-based modern EDW to mitigate these risks and enable growth.

- Successfully navigated continuously changing scope, pandemic uncertainties around funding, motivation and people attrition to deliver the project within the approved budget
- Managed business complexity and conflicting priorities across all three business verticals, comprising 75+ hotels, 74+ cinemas, and Thredbo Ski Resort, spanning Australia and New Zealand
- Led technology evaluation and selection across data platforms, engineering, data modelling and data quality tools while focusing on high availability, scalability, and durability through cloud native services and cost efficiency by negotiating favourable contracts
- Led migration and integration over 18 data sources spread across On-prem (HQ), Private cloud (5GN), and public cloud infrastructure, into a unified, cloud-based single source of truth using the Snowflake data platform
- Contributed to Enterprise architectural decisions around target architecture, data infrastructure, sunseting redundant analytical systems, and application integration
- Ensured Internal and External operational commitment through SLAs and OLAs using monthly governance sessions and backlog grooming meetings, and risks mitigation planning sessions.
- Ensured Enterprise security through IAAA management via RBAC, SAML, and OpenID integration across all data platforms for all non-service accounts, MFA, password rotation policies, IP whitelisting, PI data masking, trainings, audit logs, etc.

Frequently updated and trusted single source of truth with integrated view on Finance, Sales, Marketing, Customer, and Operational data, spanning last 7 years, enabled data-driven decision-making. Data was delivered with high availability, security and quality, supporting data compliance, risk management and reporting. Data ingestion and processing times were reduced by 80%. Reduced cost and increased efficiency with outsourcing (\$1.7M savings) and end-to end automation.

- **Enterprise Business Intelligence** (Strategy execution)

The legacy reporting platform, based on Crystal reports, InforPM, and OLAP Cubes, suffered from significant performance issues, leading to very high processing times, lack of visualisation and a fragmented view of different business departments. To address these challenges, the board approved a greenfield project to transform EVT into a data-driven organisation.

- Enabled time-sensitive decision-making by providing near real-time data, visualised on user-friendly Tableau dashboards with ability to drill-down.
- Collaborated with cross-functional teams to enable Agile driven development and change management, resulting in delivery of new features every fortnight, driven by business priorities.
- Managed conflicting priorities and resourcing challenges by negotiating scope and timelines with business Directors to set realistic delivery goals, fostering a positively challenging and collaborative work environment.
- Helped develop detailed knowledge base documentation within dashboards for quick understanding of KPIs, facilitating fast onboarding of inexperienced users.
- Ensured compliance and security through IAAA, including row-level security on the dashboards, IAM roles, 2FA, license management and audit logging.
- Led development of over 36 dashboards based on business needs, covering areas such as Sales (Top items sold, Sales funnel), Financials (trend analysis across P&L's, Forecasting and budget data), NPS/ eNPS (Customer and employee sentiment analysis), Operational KPIs such as Rooms sold, top agents, revenue per hotel, Average ticket price per Cinema, admissions, and Payroll.

This drove a 29% reduction in lost sales opportunities through daily tracking and transparent KPI dashboards, fostering productivity and competition within sales teams.

Data and Analytics team supported EVT's and Telstra's marketing team in their collaborative offering of movie tickets/ food & beverage in lieu of Telstra points. We enabled data ingestion, processing and metrics reporting on Tableau. This enabled our SLT understand the value in that partnership and plan future cross-selling opportunities.

Data Team Lead (Contract, WooliesX, Everyday Rewards), Woolworths Group (ASX: WOW)

08/2017 – 11/2019 | Sydney, Australia

- **Tequila** (Decision Engine, phase-1 - MarTech)

Woolworths wanted to get ahead of the marketing curve by improving customer engagement and quality of comms sent by Rewards through multiple channels and integrating different verticals such as BWS, Dan Murphy, Big-W, etc. using Salesforce Marketing Cloud and behavioural personalisation algorithms.

I led architectural and technical development of big data decision engine on the Everyday Rewards team, working alongside business and the marketing team. We used cutting edge solutions on AWS tech stack to enable customer segmentation based on spending patterns, by processing billions of transactions from the website and the brick-and-mortar stores.

The project helped support WooliesX journey from a campaign-focused marketing to a customer-focused targeted marketing, leading to 18% higher clicks on emails and a 3% higher conversion.

- **Data platform upliftment** (Security remediation)

As a part of the annual Infrastructure and software audit performed by KPMG, critical risks were discovered which could potentially compromise sensitive data.

As part of risk mitigation and resolution, I led the planning, technical review and project implementation which included change to multiple components across code and infrastructure including shell scripts, unsecured pgp keys, python scripts and Github repositories with exposed credentials. We refactored 6% of the code across our Github repos.

The project helped us get a green light from the auditors and made our rewards platform safer from known vulnerabilities.

- **Proximity** (Competitor advantage - better offers based on location intelligence)
- **Everyday Rewards Apple Wallet** (Enablement)
- **WoW Data lake** (Reduced AWS Redshift cluster cost from \$200k/month to \$80K/ month)

Solution Designer, Singtel Optus Pvt Ltd

06/2015 – 08/2017 | Sydney, Australia

Data migration of over 12 legacy systems into Amdocs (NASDAQ: DOX) products ecosystem.

Data Analyst, Fidelity Investments (\$4.9T AUM)

10/2014 – 05/2015 | Gurugram, India

Development and Operations on the Enterprise data warehouse and Financial datamart of Fidelity UK [mutual funds] and Implementation of FATCA (US).

Senior Subject Matter Expert, Amdocs Ltd (NASDAQ: DOX)

08/2011 – 10/2014 | Gurugram, India

Data Migration for Telekomcel (Indonesia) and Globe Telecom (Philippines)