

ELLY STINCHCOMBE

Assistant Commissioner, Australian Taxation Office (Australian Peppol Authority)

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Collaborative and resilient leader with a strong track record of transferring vision into practical, measurable strategies. Results driven with demonstrated ability to deliver **quality outcomes** across a broad suite of products through project and program management. Proven ability to foster an **innovative and capacity building** culture.

CAREER HIGHLIGHTS

- Defined and secured funding for a significant transformational program to evolve the data and insights capability of the ATO
- Established the EST Data & Analytics branch and evolved the ATO's IT Data & Analytics capability, supporting increased collaboration with Smarter Data to co-deliver on corporate strategies.
- Successfully enabled numerous new technologies in production - a Cloudera Hadoop platform, SAS Visual Analytics, Complex Event Processing, a protected enclave to facilitate data sharing with J5 alliance members; all key components of the data architecture required to enable the realisation of our Data & Analytics strategy to become a data-driven organisation
- Established the Single Touch Payroll IT Program of Work, a high-profile government initiative with significant strategic and financial benefits for government and Australian business. Created a strong governance framework and support processes. Maintained team focus in an uncertain environment
- Designed and implemented the first offshoring engagement for the ATO, realising significant financial benefits and opening the door to a global pool of specialised skilled resources to meet increasing IT demand
- Successfully led the delivery of multiple large-scale complex IT projects

KEY COMPETENCIES

- Strategic leader, with the ability to understand and manage complex interdependencies between broad IT programs
- Proven capacity to plan, manage, and deliver complex programs of work
- Ability to monitor and report on program outcomes at a strategic and tactical level
- Highly regarded and engaged leader, with the ability to lead, mentor and inspire a diverse team
- Skilled at identifying, facilitating and embedding change and innovation into processes to increase productivity and outcomes
- Catalyst for system/process redesign
- Resilient, with the ability to overcome challenges and ensure delivery outcomes
- Strong collaborator, working cohesively with peers and stakeholders to deliver on the broader work program

EDUCATION

Bachelor of Commerce (Finance) with Distinction, Deakin University - 2004

Bachelor of Science (Mathematics) Deakin University - 1998

EMPLOYMENT

Assistant Commissioner, Digital Partnerships, Planning & Governance, EST, ATO

Commencing 28 March 2022

When I take on this new role I will contribute to the overall strategic direction of the EST Group and the ATO; setting and driving the direction of the Digital Partnerships, Planning & Governance (DPPG) branch in line with corporate goals, and achievement of performance standards and measures.

Responsibilities will include:

- Partnering with digital service providers to deliver software for taxpayers and businesses.
- Australian Peppol Authority (e-invoicing) operations, communication and adoption
- Information and records management - integrity & governance
- Security - governance and assurance
- EST audit, risk and assurance
- EST workforce capability development
- Managing the IT Change Portfolio, including capacity and demand management

Assistant Commissioner, Enterprise Data & Analytics, EST, ATO

October 2017 – February 2022

With a workforce of 280+ staff, I shape, guide, and deliver Data & Analytics IT solutions in a complex and challenging environment; I have built a specialist capability over 4.5 years to continue to meet increasing demand with fast-paced technology advancements and a large and diverse network of clients and stakeholders.

- Contribute to the overall strategic direction of the EST Group and the ATO; and set and drive the direction of the Enterprise Data & Analytics (ED&A) branch in line with corporate goals, and achievement of performance standards and measures.
- Foster an innovative culture and a highly engaged workforce, empowering my people.
- Represent ED&A, EST and the ATO at various senior executive forums, both internal and external, gathering intel, sharing information regarding strategy, delivery, and operational matters, and fostering collaboration to deliver on the broader EST and ATO work program.
- Manage the operations of a large-scale production eco-system in a multi-vendor environment, including multiple Category A applications.
- Play a key role in managing the relationship between EST and Smarter Data, facilitating pathways toward common outcomes by challenging the norms and respecting diverse perspectives

Senior Director (Branch Lead), Enterprise Data & Analytics, EST, ATO

August 2016 – October 2017

Collaborated with Smarter Data to define the ATO's Data & Analytics strategy which was endorsed by the ATO Executive; ensuring alignment across the program of work and for technology investments to be driven by business outcomes. Implemented structure and discipline to the Enterprise Data & Analytics (ED&A) branch to better support this major strategic initiative.

- Set and drive the direction of the branch in line with corporate goals, and achievement of performance standards and measures; fostering an innovative culture and a highly engaged workforce
- Represent ED&A at various senior executive forums, both internal and external, gathering intel, sharing information regarding strategy, delivery, and operational matters, and fostering collaboration to deliver on the broader EST and ATO work program
- Lead a highly skilled workforce of 140+ including seven Directors - multi-disciplinary teams delivering to program outcomes in parallel to delivering on legislative commitments and supporting BAU
- Guide the Directors in developing and managing the IT program of work to deliver on D&A outcomes – identifying clear milestones and dependencies, effective sequencing, incremental delivery of value
- Responsible for the management, availability and reliability of 11 production applications, including applications critical to the core day-to-day business of the ATO - Prefill, MCID and CIDC (matching

engines), Enterprise Data Warehouse, Extract, Transform, Load (ETL), Operational Analytics, Online Analytics, Enterprise Data Hub, Frisk/SCOUT (indexing solution), and SAS Visual Analytics

- Financial planning and management of budgeted resources to the value of \$35M per year; and of three New Policy Proposals totaling \$80M

Senior Director, IT Program Manager, Major Programs, ATO

December 2014 – July 2016

Established and led the IT Program of Work for Single Touch Payroll (STP), a large and complex government initiative with significant strategic and financial benefits for government and Australian business. A critical delivery lead role with a large span of control, incorporating three integrated streams, with a number of internal and external dependencies

- Developed an IT Delivery Strategy proposal to effectively deliver on STP outcomes, and presented to the Executive, securing their commitment to proceed
- Implemented and managed the sequenced IT delivery plan, with clear milestones and dependencies and effective reporting to program sponsors on a regular basis
- Managed the resourcing requirements to support the delivery by ramping up a large team (peak of 180 staff) across multiple sites - resource model was a blended team of internal staff and Service Provider staff, both on- and off-shore
- Developed and implemented the offshore model – first in the ATO – ensuring appropriate security protocols in place across IT, personnel, physical and information security; and effective leadership to mitigate potential for collaboration and staff engagement issues
- Managed multiple re-plans due to changes in legislation, scope and timeframes, ensuring alignment of IT delivery and provided leadership to the team through the uncertainty of constant change
- Initiated and sponsored an EL1 cohort within EST to support the EL1's to build networks and leverage each other's knowledge and expertise, enhancing organisational capability

Director, IT Project and Release Manager, Major Programs, ATO

July 2011 – December 2014

Shaped and led multiple large-scale complex programs of work that have transformed the client and staff experience, successfully delivering multiple initiatives of up to \$62M investment including the first iteration of ATO Online – providing access for Australians to manage their own superannuation and pioneering the way for expansion of this self-service functionality

- IT Project and Release Manager for various initiatives:
 - Single Accounting System
 - SG and USM March Release
 - Individual Portal Release
 - PAYG and FBT Instalments

Director, IT Deployment and Assurance Lead, Enterprise Applications, ATO

December 2009 – June 2011

Successful transition of the Income Tax Release to Business as Usual; a significant IT delivery with wide-ranging client and staff impacts. Nominated for a Line Award for 'Excellence in Leadership'

- Managed a team supporting the coordination activities post Go-Live in a high pressure environment
- Managed real-time updates to Nerve Centre members on critical incidents following the deployment
- Managed the triage process to assess and prioritise defects and change requests
- Coordinated the E-Fix schedule to ensure resolution of incidents within business critical dates
- Liaised and negotiate with the technical teams to resolve blockers and deliver the needs of business
- Managed transition of low priority incidents across to BAU teams, and subsequent closure of the release