

Building Your Technology Function

Design the right structure. Build the right team. Deliver impact.

Strong technology outcomes start with the right people, structure, and partnerships. This section provides practical guidance on designing your technology organisation, defining roles, building your team, and working effectively with partners and suppliers.



Purposeful Structure

Build a clear structure aligned to your mission and maturity.



Right People

Define roles, skills, and responsibilities that drive results.



Strong Partnerships

Work with trusted partners and suppliers to scale impact.



Good Governance

Set up oversight, policies and processes for accountable delivery.

DESIGN YOUR TECHNOLOGY ORGANISATION

Adapt the structure to your size, maturity and mission.



1. Assess

Understand your mission, needs, risks and current capabilities.



2. Design

Define functions, roles, reporting lines and decision rights.



3. Build

Recruit, develop and empower the right team.



4. Govern

Establish policies, standards and oversight mechanisms.



5. Operate

Deliver value through effective processes and tools.



6. Improve

Measure, learn and continuously strengthen your capabilities.

CORE TECHNOLOGY ROLES (Adaptable to any size team)

IN A MATURE ORGANISATION – EXAMPLE ROLES



Chief Technology Officer (CTO)

Leads technology strategy, innovation and organisational technology vision.



Technology Manager / Head

Manages delivery of technology services and projects.



Information Security Lead

Protects systems and data, manages security risk and compliance.



Privacy & Data Protection Officer

Ensures responsible data practices and privacy compliance.



AI & Data Lead

Leads data strategy, AI initiatives and responsible innovation.



Infrastructure Lead

Oversees systems, networks, cloud and technology operations.



Product / Solutions Lead

Manages digital products and solutions that solve user needs.



IT Support & Operations

Ensures reliable support, user experience and service continuity.

IN A SMALL TEAM – CORE ROLES (EXAMPLE)



Technology Lead / Generalist

Sets strategy, manages delivery, and oversees systems and tools.



Security & Privacy Owner

Manages security, data protection and compliance.



Operations & Support

Handles infrastructure, tools, user support and day-to-day operations.



Partners & Suppliers Lead

Manages vendors, contracts and external relationships.



These roles can be combined or scaled as your organisation grows.



BUILD THE RIGHT TEAM

- ✓ Define clear roles and responsibilities
- ✓ Recruit for skills, values and diversity
- ✓ Invest in continuous learning and development
- ✓ Foster a culture of collaboration and trust
- ✓ Empower teams to solve real problems



WORK WITH PARTNERS & SUPPLIERS

- ✓ Choose partners that share your values
- ✓ Assess capabilities, security and compliance
- ✓ Define clear contracts and expectations
- ✓ Manage performance and relationships
- ✓ Collaborate to create sustainable impact



GOOD GOVERNANCE & OVERSIGHT

- ✓ Establish governance committees
- ✓ Define policies, standards and controls
- ✓ Ensure transparency and accountability
- ✓ Monitor risk and performance
- ✓ Review and improve regularly



MATCH YOUR STRUCTURE TO YOUR MATURITY

Use this guide to right-size your technology function.



STARTING

Small team or individuals supporting basic needs.
Focus: Foundations, security, quick wins.



DEVELOPING

Growing team with more formal processes.
Focus: Standardisation, roles, basic governance.



ESTABLISHED

Defined structure with specialised functions.
Focus: Optimisation, integration, risk management.



ADVANCED

Strategic function driving innovation and impact.
Focus: Transformation, innovation, measurable impact.