

Technology leadership for directors

Course outline · issued 14 September 2026

Technology areas	Technology Leadership, Enterprise Architecture
Level	Executive
Short course	2 days
One-month track	4 weeks · 4 training days · 12 contact hours
Two-month track	8 weeks · 8 training days · 24 contact hours
Delivery	In person, Hybrid
Class size	8 to 20 participants
Certification	Certificate of completion
Entry requirements	Director or head of department level. No technical background assumed.

Who it is for

Directors and heads of department who sponsor technology programmes.

REVENUE USE CASE

Building the case for a unified taxpayer data platform.

By the end, participants can

- Set a digital strategy tied to revenue and service outcomes
- Ask the right questions of ICT teams and vendors
- Govern data, security and change at board level

Short course modules (2 days)

1. Digital strategy in revenue administration
2. Architecture and platform choices
3. Cyber and data risk for leaders
4. Vendor and programme oversight
5. Leadership action plan

One-month track — weeks 1 to 4

4 weeks · 4 training days · 12 contact hours

Week 1 — Digital strategy in revenue administration

- What digital maturity looks like in a tax authority
- Tying technology to revenue and service outcomes
- Reading the international comparators honestly
- Setting a direction your organisation can absorb

Practical: Position your directorate on a maturity model and justify it.

Week 2 — Architecture and platform choices

- The questions a director should ask about architecture
- Build, buy and the total cost of each
- Interoperability, data sharing and lock-in
- Legacy systems and realistic replacement

Practical: Review one live platform decision and the assumptions beneath it.

Week 3 — Cyber and data risk for leaders

- The risks that actually reach the board
- Your accountability under the Data Protection Act
- Reading a security report critically
- Deciding in an incident

Practical: Run an executive incident decision exercise.

Week 4 — Vendor and programme oversight

- Governing a programme you cannot personally inspect
- Reading a status report for what it omits
- Holding vendors to account
- Stopping a failing programme early

Practical: Interrogate a simulated programme status pack.

Checkpoint: the one-month track is assessed [here](#).

Two-month track — continues through weeks 5 to 8

8 weeks · 8 training days · 24 contact hours

Week 5 — Investment cases and benefits

- Appraising a technology investment
- Benefits that survive contact with reality
- Funding, phasing and the budget cycle
- Making the case to the ministry and the legislature

Practical: Draft the one-page investment case for your initiative.

Week 6 — Data-driven decision making

- Reading analytics and dashboards sceptically
- Asking for the right measure, not the easy one
- Where AI genuinely helps a revenue authority
- Setting policy on automated decisions affecting taxpayers

Practical: Critique a real management information pack from your own directorate.

Week 7 — Leading change and capability

- Building technology capability inside the agency
- Retention, skills and the contractor trap
- Change fatigue and sequencing
- Sponsoring visibly and usefully

Practical: Write the capability plan for your directorate.

Week 8 — Capstone and peer review

- Consolidating the action plan and investment case
- Presenting to a peer panel
- Structured challenge and refinement
- Committing to the first ninety days

Practical: Present the leadership action plan and investment case to peers.

Capstone assessment and post-course evaluation.

Capstone

A personal leadership action plan and a one-page investment case for a technology initiative the participant will sponsor, presented to peers.

About this outline

Indicative extended tracks. The one-month track runs weeks 1 to 4; the two-month track continues through week 8 with deeper labs, certification preparation and a capstone. Weeks, contact hours and cohort sizes are finalised with each client.

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