

Case study

Client: HM Revenue and Customs

Project: Support Review

Dates: March – September 2005

Carried out by: Peter Hyde

Requirement

The merger of Inland Revenue and HM Customs and Excise to create HM Revenue and Customs resulted in a radically new organisation structure, unlike that of either of the two departments. Although the structure of corporate functions (HR, IT, Finance, Legal and so on) was established as part of this process, it was less clear what support structure was needed to support senior operational managers. Peter Hyde initially worked as part of an internal project team to develop an overall model of support and was then commissioned to design a support structure for one of the Directors General.

What we did

The project initially involved a substantial data collection exercise to establish the baseline position for the number and type of support staff across the organisation. This in turn required rigorous analysis to determine the boundaries and components of “support”.

The design work for the Director General involved a detailed functional analysis of existing support resources within the command and stakeholder consultation to develop and then refine design options.

Outcomes

The recommended support structure was accepted and speedily implemented. It operated effectively for a while, but was subject to further change when the responsibilities at Director General level were substantially altered.