

**Oldham Borough Council  
Record of Decision**



1. **TITLE:** Customer Operations Service Restructure
2. **SERVICE AREA:** Resources Directorate – Customer Services
3. **PURPOSE OF DECISION**  
To authorise a restructure of the Customer Operations Service
4. **DECISION MADE BY:** Executive Director of Resources
5. **DECISION:**

To approve the proposed Customer Operations restructure (Option C), including changes to service design, line management and roles, the creation of additional Customer Service Officer posts, and the cessation of the Support and Inclusion Team as a standalone function, subject to formal consultation.

6. **REASON FOR DECISION**

To seek approval to implement a revised Customer Operations structure aligned to the new Customer Empowerment Framework, designed to strengthen frontline capacity, improve outcomes for residents, and provide a sustainable approach to managing demand.

7. **ALTERNATIVE OPTIONS CONSIDERED**

As part of the review of Customer Operations, a number of options were considered to determine how the service should be structured to align with the new operating model and Customer Empowerment Framework, and to ensure the right roles and capacity are in place to deliver effective outcomes for residents.

Option A – Maintain current interim arrangements

This option would continue the current interim arrangements, including the paused Support and Inclusion Team operating without a formalised structure. This option was discounted as it does not provide long-term clarity on roles, responsibilities or line management, and does not support the consistent application of the operating model or empowerment framework.

Option B – Retain existing roles and structures

This option would retain the current mix of roles within Customer Operations. This was discounted as it would continue service fragmentation, limit flexibility in responding to demand, and would not provide the operational leadership, improvement capacity or frontline resilience required.

Option C – Implement revised Customer Operations structure (preferred option)

This option proposes a revised Customer Operations structure aligned to the operating model and Customer Empowerment framework. It includes the cessation of



a number of existing roles and the creation of new roles that better reflect how the service operates in practice.

9. **PRINCIPAL GROUPS CONSULTED:** Formal consultation was undertaken with staff and relevant stakeholders