

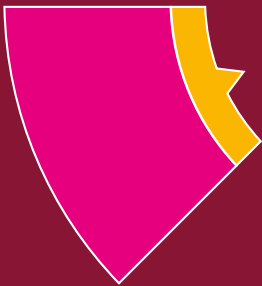


Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Telford & Wrekin Council Customer strategy

2025-2030



Developing our customer experience

Putting people first: Delivering the basics brilliantly and building for tomorrow

September 2025



Foreword

Our previous Customer strategy, launched in 2021, was subtitled 'Our journey to excellence by 2025'. Therefore, I could not be prouder that in April 2025, The Institute of Customer Services awarded Telford & Wrekin Council with their 'ServiceMark' accreditation.

ServiceMark is a national standard, independently recognising an organisation's commitment to customer service and to upholding high standards as part of a long-term embedded strategy

This accreditation is currently held by just 69 organisations in the UK, and we are the first council to ever achieve this standard.

As we celebrate this achievement, we reaffirm our commitment to putting the customer at the heart of everything we do. As a public sector organisation, our mission is to serve our residents with dedication and excellence.

This new strategy reconfirms our commitment to remaining a multi-channel organisation, ensuring that we remain accessible to all our residents. Whether through digital platforms, telephony, face-to-face interactions, letters, emails, or other channels, we will strive to provide seamless and inclusive services that cater to the diverse needs of our community as well as ensuring that we provide high quality, effective services.

At the point we launched our previous strategy we could not have envisaged that by 2025 Artificial Intelligence (AI) tools would be as easily available and as advanced as they are today. As organisations are still in the early stages of understanding the potential of this new technology, it is difficult to predict with confidence how AI will transform and shape the delivery of our customer experience over the next five years.

However, this new strategy will focus on embracing the transformative potential of AI to revolutionise customer services. We believe that AI can enhance our ability to understand and meet the needs of our residents, providing more personalised and efficient services

Together, we will continue to innovate and improve, always keeping our residents at the forefront of our efforts.

Thank you for your continued support and trust in Telford & Wrekin Council.



Cllr Zona Hannington Cabinet
Member for Finance, Governance
and Customer Services

Our contacts 2024/2025

We had 256,279 calls to our customer contact centres (of which 187,942 were handled by our main Corporate Contact Centre)

The top five types of enquiries relate to:

- **Revenues services** (Council Tax, Business Rates etc) – 45,299 calls
- **Neighbourhood services** (Grounds, cleansing, waste etc) 24,545 calls
- **Family Connect** – children (advice and guidance on children's services including emergency out of hours calls) – 17,658 calls
- **Housing and homelessness** (Housing advice, homelessness calls) 14,944 calls
- **Benefits** (Council Tax Reduction, Housing Benefit and Household Support Fund) – 13,407 calls

Contact channels

47,557
emails

received by our
Customer contact
centre

2,430
webchats

with a customer
advisor

19,438
enquiries

handled by Ask Tom
digital assistant

159,745
calls

answered by Ask Tom
telephony

Achievements in 2024/25

68% increase in **positive feedback** since the first **Customer strategy** was launched in 2021



Customer feedback at our front facing locations indicated that **90% of customers were satisfied** with the service provided.



UK Customer satisfaction index score of 74%

UK average for other council's 64.4%



eNEWS/SOCIAL MEDIA

Total of 191,694 subscribers to email news bulletins



78% current engagement rate with news bulletin emails



64,957 contacts (connections) made via social media



17,274 subscribers to Leaders weekly newsletter

Less than 1% of our transactions result in a **complaint**



Average **complaint response** times have **reduced by 2 working days to 8 days**



158 completed mystery customer assignments with an average **88% satisfaction rating**



Early adoption of the Local Government and Social Care Ombudsman's complaint handling code, with **84% of complaints being handled within the new reduced timescale of**

10 working days

Customer effort score 4.2

The average for all UK organisations is 4.5 and the average for other UK councils is 5.8 (The lower the score the better)



235 volunteers (26% increase) have registered to be **mystery customers**, who represent the **diverse range of residents in our Borough**



Customer contact centre achievements in 2024/25

180,546 calls answered
which were handled by:
42,737 by Ask Tom
137,809 by an advisor

94.9% customer satisfaction
with call handling and webchat

Increased instances of opening an emergency out of hours contact centre to respond to issues such as heat waves, flooding and storms.

22% reduction in call volumes


98.3% of calls answered in 10 mins


180,546 calls answered

19,438 enquires handled by the 'Ask Tom' automated digital assistant


76% reduction in customers using webchat to talk to an advisor
as their enquiry has instead been resolved by Ask Tom


159,745 calls answered by Ask Tom
telephony across all contact centres since it was introduced in August 2024

DIGITAL



107,799 online forms completed, a 49% increase

82,823 MyTelford accounts, a 67.3% increase since the initial strategy

59% of adult residents have a MyTelford account

UK Contact Centre Forum Silver award for Customer Contact Centre Manager of the Year 2023

Won the APSE award for **Best Efficiency And Transformation Initiative 2023** for Ask Tom web online

Won the UK Contact Centre Forum award for **Public Sector Contact Centre Of The Year 2023**

Finalists in the Institute of Customer Services Awards 2024 for the **Best Application Of Technology**

UK Contact Centre Forum Silver award for **Customer Contact Centre Manager Of The Year 2023**

What do our customers say about our services?

“

I just wanted to say a huge thank you...”

I must say it is refreshing to get this level of service...”

“I must say it is refreshing to get this level of service, and the ability to fast track certain applications. I can confidently say that I know of no other Local Planning Authority that offers the same.”

Planning team

“Thank you everything you have done to support me over the last few months especially the last couple of weeks. I now have the payments owed and also a new Adult Practitioner (Social Worker). I know you have done more than your job role expects but I just wanted you to know how much it is appreciated.”

Adult social care

“I experienced an issue with my house purchase...I contacted your team member (Land charges officer) who for the past week has been absolutely outstanding in supporting me to urgently obtain all I need for my move to progress. The officer was emailed by me on Friday night and since then has moved heaven and earth to help, keeping me informed of everything each step of the way...I have been blown away by this lady's kindness and professionalism.”

Legal team

“I would particularly like to commend your colleague for the sensitive and caring way he handled the matter. Although a young man, he has a maturity way beyond his years and has a great gift and talent when dealing with people. I would certainly recommend him for any promotions that may be available in the future...He gave me sensible advice and for this I thank him and wish him all the best.”

Grounds and cleansing team

“I just wanted to say a huge thank you to you for making this happen for me and my children, after a few years of hardship we now finally have a place of our own to call home! The kids are so excited to be able to have their own space again and it wouldn't have been possible without you! I appreciate all the help and support you have given me! Can't give you a hug in person but here's a small one from me! 🤗❤️”

Housing team

“I want to thank you for your support, and a genuine desire to see the right outcome for my daughter.”

Special educational needs

”



...we're really impressed..."

...I just wanted you to know how much it is appreciated."

"It's good I accepted to come on this programme because it has been very useful to me and my family...I enjoyed every bit of it all thanks to the lovely person who took time to walk me through! Thank you"

Healthy lifestyles team

"Thanks for being you the past few months, from being in the court room to general checking on me. I will be forever grateful. You're amazing at your job the world needs more people like you. You have proved there is light at the end of the tunnel. I really have learnt a lot from you and see life another way! Hopefully one day I look back on my storm just like you do and just own it! I'm so so glad I had the chance to meet you and work with you. Keep being you and doing you, you're so inspirational!"

Family safeguarding

"I've been very impressed by how my complaint has been handled and how I've been kept informed throughout the process, and I'm very satisfied by the outcome."

Electoral registration

"My daughter and I recently enjoyed a few days in Shropshire...and visited the Ironbridge, Telford Shopping Centre and the wonderful town park...we're really impressed... clean and green and no graffiti- Lovely."

Leisure and grounds and cleansing

"Absolutely wonderful experience. Celia was informative and accommodating of additional needs from the moment the session started. Telford and Wrekin are very lucky to have access to such a fun and innovative way to learn and express young people's needs."

Arthog outreach

"To be honest I was dreading contacting the Healthy Lifestyle Team but, I'm so glad I did. My assumption that I'd be met with ongoing judgmental comments was absolutely missed placed. I was supported with the utmost respect that had a lasting impact on me."

Healthy lifestyles

"I would just like to state that all the staff I have encountered or spoken to, have been very respectful and pleasant."

Customer relationship team

"Thanks for the newsletter, it's great to hear about the feedback from our activities. Great also to see all the "You said, we did" actions. Thanks to you and the Customer Services team for all your hard work during the year."

Customer relationship team and contact centre



Building on excellence

Few organisations provide such a wide and diverse range of services as Local Government, to an equally wide and diverse range of customers.

Some of our services are accessed by most residents and households in the borough, such as waste services, leisure, green spaces, street lighting and Council Tax collection. Other services are more targeted based on the needs of specific individual customers at different points in their life. This includes support from social workers, registration of key life events, applying for school places or financial welfare assistance.

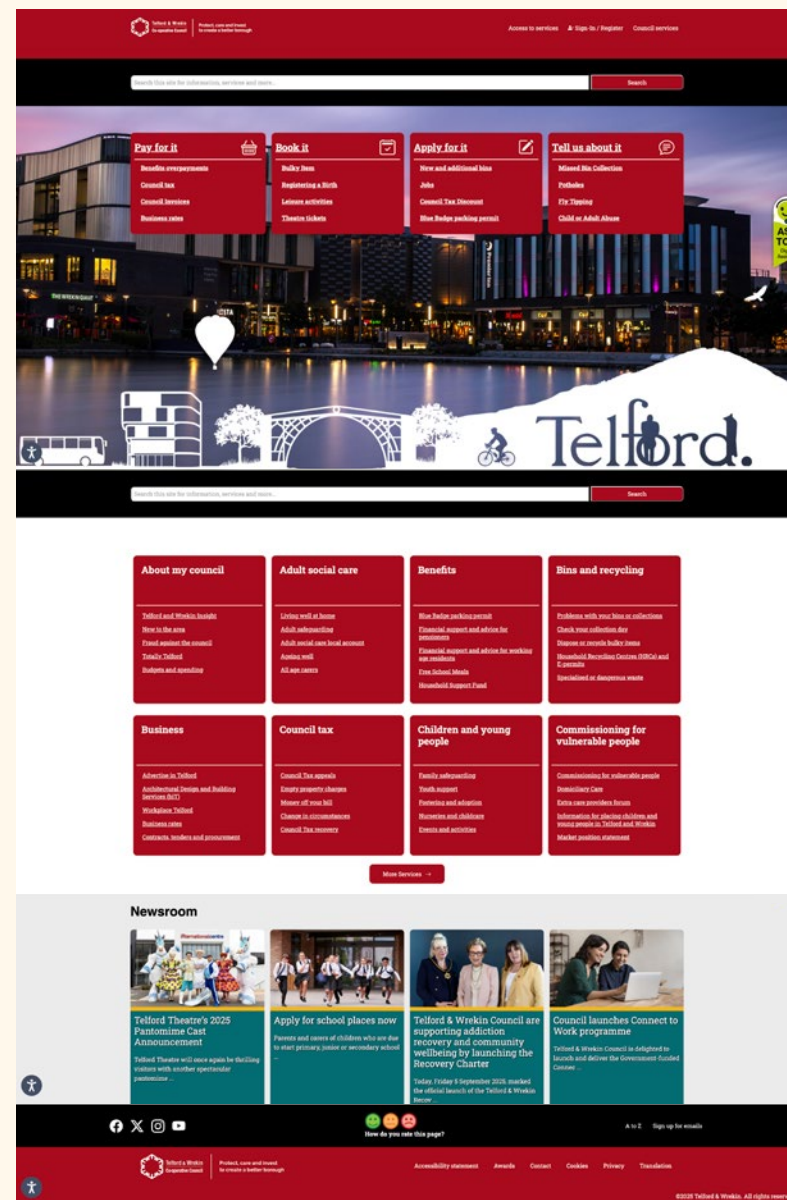
Many of these services can be accessed online, as well as through traditional access channels such as telephone. Our experience suggests that customers are more likely to choose traditional contact methods when they are in a crisis or where they are dissatisfied with the service they have received.


An increasing number of our residents are choosing to interact with the Council digitally which has seen a 33% reduction in calls to our contact centres since 2021.

Over the same period we have more frequently had to operate emergency out of hours contact centres to respond to incidents such as flooding in the Borough or during extreme heat waves.

A fundamental aspect of our service and success over the last four years is our genuine commitment to listening and responding to the feedback, views, ideas and opinions of our residents. We have introduced a number of programmes to gauge customer satisfaction and collect feedback, which have played a major part in how we have developed our services.

As we move into the age of AI, it is important that we ensure that we continue to maintain the human element in the provision of our services, whilst using the emerging technology to improve efficiency and convenience for our residents.





Broadening our customer focus: Serving all who engage with the Borough

While our residents remain central to our service delivery, it is imperative that our Customer Strategy evolves to reflect the full spectrum of individuals and organisations who interact with the Borough. This includes local businesses, tourists, and visitors—each of whom contributes to the vibrancy, economic resilience, and cultural richness of Telford and Wrekin.

Local businesses rely on Council services for licensing, infrastructure, support, and collaboration. Their success is intertwined with our ability to provide responsive, efficient, and enabling services. By recognising businesses as key customers, we can foster stronger partnerships, support economic development, and ensure our services are aligned with their operational needs.

Tourists and visitors shape perceptions of the Borough and influence its reputation beyond our boundaries. Whether attending events, exploring local attractions, or accessing public amenities, their experience must be seamless, welcoming, and reflective of our commitment to excellence. A strategy that includes these groups helps us build a cohesive brand experience and encourages repeat visits and positive word-of-mouth.

By embedding these principles, we reaffirm our commitment to delivering a truly inclusive customer experience—one that reflects the dynamic and evolving nature of our Borough and the people who engage with it.

Customers of our commercial, income generating services

This strategy also recognises those customers of the commercial, income-generating and non-statutory services that the Council operates, such as our leisure facilities, theatre and cultural events. These services not only provide huge value to our community whether for recreation, health and wellbeing or family time, but also generate crucial revenue that supports our broader objectives. By understanding the needs of these customers and increasing usage, we can ensure the sustainability and growth of these services whilst recognising that they are competing in a commercial marketplace.

The quality of our services is a critical factor in attracting and retaining customers. We must continuously strive to improve the quality of our offer by investing in benchmarking our services, staff training, adopting best practices, and incorporating customer feedback. By providing exceptional service we aim not only to satisfy and meet the needs of our current customers but also encourage them to recommend our services to others, creating a positive feedback loop.

Additionally, providing excellent customer service and creating positive experiences will help build strong relationships with our customers and foster loyalty.

Recognising demographic changes

Our community is experiencing significant demographic shifts that will shape the future of our services. As we look ahead to 2025-2030, it is crucial to understand and adapt to these changes to ensure our strategy remains relevant and effective.

Aging population

One of the most notable changes is the aging population. People are living longer, and the proportion of older adults in our community is increasing. This demographic shift presents both challenges and opportunities. We need to ensure that our services are accessible and tailored to meet the needs of older residents. This includes providing support for those with health conditions and promoting initiatives that enhance their quality of life.

Increased diversity

Our community is becoming more diverse, with people from various cultural, ethnic, and linguistic backgrounds. Embracing this diversity is essential for fostering an inclusive environment where everyone feels valued and respected. Our strategy will focus on understanding the unique needs of different groups and ensuring that our services are culturally sensitive and accessible to all.

Inequality and health disparities

Despite progress, inequality and health disparities persist in our community. Addressing these issues is a priority for our strategy. We will work to identify and eliminate barriers that prevent equitable access to services. This includes targeted actions to support vulnerable groups and initiatives to reduce health disparities.



Engaging young people

Engaging young people in our services is another critical focus area. The younger generation represents the future of our community, and their active participation is vital for long-term success. We will develop programs and initiatives that resonate with young people, encouraging their involvement and addressing their specific needs and interests.

Adapting to changing needs

As our population evolves, so do their needs and expectations. Our strategy will be flexible and responsive, continuously adapting to the changing landscape. We will leverage data and feedback to stay informed about emerging trends and ensure our services remain relevant and effective.

By addressing these demographic changes, we aim to create a strategy that is inclusive, equitable, and responsive to the needs of all our residents. This approach will help us build a stronger, more resilient community for the future.



The population of Telford and Wrekin is 191,915*

18%
of residents are
aged over 65*

22%
of residents are
aged under 18*

17%
of residents are from
a minority ethnic
background other than
white British*

19.7%
of residents have a
physical or mental
health condition or
illness*

*Office of National Statistics- Population estimates Mid 2023

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationestimatesforenglandandwales/mid2023>

What do we want to achieve for our customers?

In summary, our vision is to:

Collaborate with our customers to develop quality services that are accessible to all and to make every contact count.

Our key aims are to:

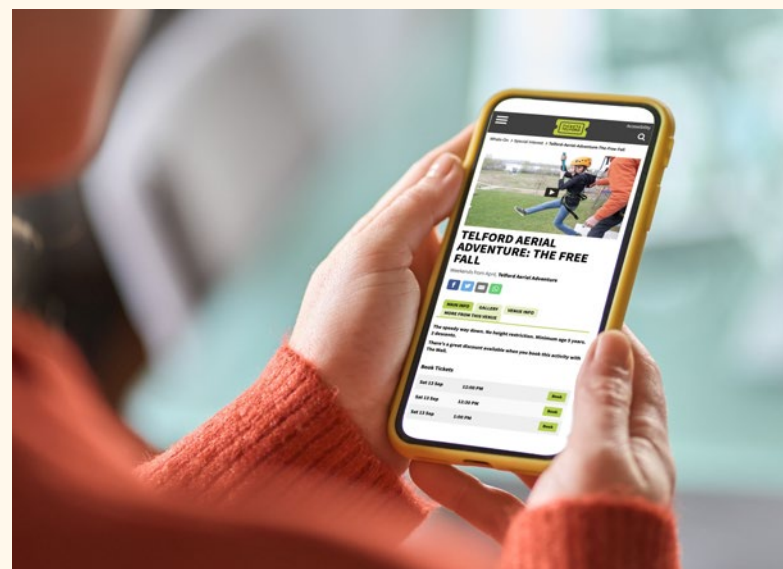
- Own responsibility for every contact received anywhere in the organisation and if we cannot help, connect you to other organisations that can
- Encourage and empower all our staff to be the eyes and ears of the Council, and report any issues they experience where there is scope for an improvement to the service
- Understand and care about your concerns; demonstrating through our actions that your issues matter to us
- Be helpful, polite, friendly and treat you fairly and with respect
- Be honest, only making promises we can deliver, and do what we say we will
- Meet our customer service standards when we respond to you and regularly monitor and publish how well we are doing this
- Provide clear and up to date information about our services
- Explain our decisions and the reasons for them
- Display the Council logo clearly on our information, signage, buildings and vehicles so you know which services we are responsible for
- Deal with your request correctly the first time you contact us and if we must pass your enquiry on, give you the name of the person, team or organisation dealing with your enquiry and how to contact them
- If things go wrong, say sorry, do our best to put them right and learn from our mistakes
- Protect your confidentiality by handling your information sensitively and securely
- Make sure Council services are accessible to all and meet our co-operative values
- Provide help if you need assistance because of a disability or health condition with information available on our website and through our contact centres
- Enable customers to access more information and services online in a way that meets their needs
- Invite, listen to and act on feedback from customers to improve our services, and communicate the improvements we have made

Evolving our approach

To deliver these aims, we need to develop and continually update how customers can interact with us to meet customers' expectations and preferences. Whilst more customers are benefiting from the convenience of our many online services, we recognise that this is not always the best option for everyone or for every situation.

Our approach will be:

- **Digital** – ensure the option to do business online exists for every service or enquiry type in the Council and those digital services should be easy to use and reliable so they become most customers preferred method for communicating with us. We will use social media to share information with our customers and embed it as a channel for receiving communication and feedback from our customers. We will support customers to gain access to the skills and technology that will help them use online services. We will make use of new technologies such as AI to provide more efficient and convenient services.
- **Telephony** – continue to provide telephone access to those Council services that require personal, human interaction, such as calls relating to urgent personal matters, complex enquiries, or where a customer is unable to contact us digitally. Calls to our contact centres will be dealt with as quickly as possible by knowledgeable trained advisors who will aim to resolve calls completely whenever they are able to.
- **Face-to-face** – all our physical Council locations should be accessible to all customers and should be welcoming safe spaces. There will be clear and visible signage and branding, directing customers to and within buildings. Staff will be easily identified as representing Telford & Wrekin Council and will offer a warm welcome and responsive, informed service.
- **Written communication** – We will continue to welcome communication from customers in the format that best suits their needs, including by email, letter or post.



Embracing the opportunities of AI

Opportunities for AI personalisation

As we move towards a more digital and connected world, the potential for AI to enhance personalisation in customer service is immense. By leveraging AI technologies, we can create more tailored and meaningful interactions with our customers, ensuring that their unique needs and preferences are met. Here are some key opportunities for AI personalisation:

- **Understanding customer needs**

AI can help us gain deeper insights into our customers' needs and preferences through advanced data analysis and customer segmentation. By analysing customer behaviour, feedback, and interactions, AI can identify patterns and trends that enable us to anticipate and respond to individual needs more effectively. This allows us to provide personalised recommendations, offers, and services that resonate with each customer.

- **Proactive support**

AI-powered systems can offer proactive support by predicting potential issues and addressing them before they become problems. For example, AI can monitor customer interactions enabling us to intervene early and provide timely assistance and prevent negative experiences. This proactive approach helps build trust and loyalty among our customers.

- **Seamless interactions**

AI can streamline and enhance customer interactions by providing seamless and efficient service across multiple channels. Whether customers are interacting with us through our website, mobile app, social media, or in-person, AI can ensure a consistent and cohesive experience. This includes using chatbots and virtual assistants to handle routine inquiries, freeing up human agents to focus on more complex issues and support those unable to interact with us digitally.



- **Personalised content and communication**

AI can personalise the content and communication we deliver to our customers. By analysing customer data, AI can tailor messages, offers, and content to match individual preferences and interests. This ensures that customers receive relevant and engaging information, enhancing their overall experience. Personalised communication can also improve the effectiveness of marketing campaigns and drive higher engagement rates.

- **Enhancing customer touchpoints**

AI has the potential to optimise customer touchpoints by providing personalised experiences at every stage of the customer journey. From the initial contact to post-service follow-up, AI can ensure that each interaction is tailored to the customer's needs. This includes personalised greetings, customised service options, and targeted follow-up communications. By enhancing customer touchpoints, we can create a more satisfying and memorable experience for our customers.

- **Continuous improvement**

AI enables continuous improvement by providing valuable insights and feedback on customer interactions. By analysing data and performance metrics, AI can identify areas for improvement and recommend actions to enhance service quality. This continuous feedback loop helps us stay agile and responsive to changing customer needs, ensuring that our services remain relevant and effective.

- **Empowering employees**

AI can also empower our employees by providing them with the tools and information they need to deliver personalised service. For example, AI can offer real-time insights and recommendations during customer interactions, helping employees make informed decisions and provide better support. This not only improves the customer experience but also enhances employee satisfaction and performance.

By embracing the opportunities for AI personalisation, we can create a customer-centric strategy that delivers exceptional experiences and builds lasting relationships with our customers. This approach will help us stay ahead in a rapidly evolving digital landscape and ensure that we continue to meet the diverse needs of our community.

How will we achieve our aims?

We will achieve our aims by ensuring our customers are active participants in our journey—not passive recipients. This means continuing to listen, learn, and adapt based on their experiences and feedback. While we embrace innovation, including the use of AI and data-driven insights, we will not lose sight of the fundamentals: delivering the day-to-day services our customers rely on. We will remain responsive when we recognise that change is needed, and we will embrace opportunities to improve. Our commitment is to get the basics right – consistently and reliably – while evolving in ways that reflect what matters most to the people we serve.

Our experience over the last four years has proven how essential it is to listen and respond to our customers when reviewing and developing new services. We will ensure that we make it as easy as possible for customers to provide feedback on the service they receive at the point of contact, as well as engaging with our residents on testing and co-designing existing and new services.

Our **Mystery Customer** programme has been an important element in the development of our customer experience by providing us with essential insight from a user perspective.

Similarly, we need to build upon our existing '**everything speaks**' initiative, which encourages all employees to be the eyes and ears of the Council, and proactively report any issues they encounter, where there is an opportunity for improvements to the customer experience.

Elected Members, including those from the Town and Parish Councils, are critical in delivering our vision. Often Members are the first point of contact for residents. They respond to queries, questions and complaints. Members gather customer insight and information which can help inform service delivery and improvements.

In their community leadership role, Members can also encourage customers who can, to self-serve; promoting and supporting customers to access our services online. They are well placed to explain to residents that by doing this they will enable the Council to be more efficient.

We also recognise we cannot achieve these outcomes in isolation. Working with partners and collaborating with others will be important. There may be opportunities to work together as well as support and learn from each other. For example, developing signposting and referral pathways with organisations to allow a handover of enquiries that we receive for a partner organisation. There are also opportunities to work with community-based organisations to improve access to technology and development of digital skills for residents linked to the Council's Digital inclusion action plan.

This strategy sets out our aims and ambitions for the next five years, based on reviewing customer and member feedback and the recommendations from the Institute of Customer Services benchmarking and surveys. However, it is difficult to accurately predict how these aims will be delivered as we are on the brink of so much potential opportunity to redesign our services using AI. Our strategy will therefore remain a live document, continuing to develop informed by continuous feedback from our customers and shaped by the opportunities changing technology may bring.

The action plan that accompanies this strategy at Appendix A will be regularly reviewed and refreshed over the next five years.

How will we know if we have succeeded?

We will monitor and report on performance against our key performance indicators (KPIs) each quarter, and measure performance against the service standards in the Customer Contract. These include:


- % increase in customers doing business online
- % of customers who contacted the Council in the last 12 months who were satisfied with how their contact was handled
- % of customer insight reviews where services are rated at least 9/10
- % of complaints responded to in 10 working days
- % increase in compliments
- % of issues reported that are resolved correctly first time

in addition, we will develop the following success measures:

Customer lifetime value (CLV) – Public sector adaptation


While CLV is traditionally a commercial metric, in a local government context it can be reframed as:

- **Repeat engagement rate:** % of residents or businesses who return to use non-statutory Council services within a 12-month period.
- **Service retention rate:** % of users who continue to use digital platforms like MyTelford or Ask Tom over time, as opposed to reverting to traditional contact methods
- **Referral rate:** % of users who recommend Council services to others (measured via surveys or feedback forms).



Telford & Wrekin
Co-operative Council


Protect, care and invest
to create a better borough



**TIME
TO HAVE
YOUR
SAY**

**Tell us about your experience
of visiting our library today**

Use your mobile device to
scan the square code to
provide feedback



Or you can share your feedback by visiting the web address
www.telford.gov.uk/libraryservicesfeedback

Thank you - your feedback helps us to improve our services

customer.insight@telford.gov.uk or 01952 382006

Customer loyalty and satisfaction

- **Net promoter score (NPS):** 'How likely are you to recommend our services?'
- **Mystery customer satisfaction index:** Average score from Mystery Customer exercises (currently 88%).
- **Complaint resolution time:** Average days to resolve complaints (currently eight days)
- **Complaint recurrence rate:** % of complaints received from repeat complainants.
- **Positive feedback:** % increase in compliments.

Digital engagement and channel shift

- **Digital adoption rate:** % of residents using MyTelford accounts (currently 59%)
- **Automated resolution rate:** % of queries resolved by Ask Tom without human intervention
- **Channel preference trends:** Monthly tracking of preferred contact methods (phone, webchat, app, face-to-face).

We will be able to evidence changes and improvements that have been made to Council services directly because of feedback from our customers.

We will publish online any improvements we have made as a direct result of customer feedback.

Customer contract

In conjunction with this strategy, we have our **Customer contract**.

This contract sets out our key commitments and service standards for all customer interactions across the whole organisation. It also sets out our expectations for how we would like our customers to interact with us to allow us to serve them effectively.



Appendix A

Priority actions to enable delivery of the Customer strategy

Customer Service Standards

Action	Delivered by
Review customer contract and the customer service standards for the whole Council to ensure they remain realistic, measurable and attainable	December 2025
Develop the customer relationship data contained within the performance dashboard reported to Directors to ensure it contains a broad view of the customer experience across the whole organisation	December 2025
Reintroducing Right First Time (RFT) indicator into CRM for both our contact centres and MyTelford so we can report on how often customers are contacting us to chase progress.	August 2026
Continue to develop and improve the communication with customers regarding the outcome of issues raised by them through MyTelford by enhancing the 'closing the loop' emails	April 2026
Continue to review and respond to customer satisfaction relating to My Telford, QR code surveys, customer insight assignments and Contact centre channels	Ongoing

Training and development

To equip staff and elected members with the skills and knowledge needed to provide excellent customer service, no matter what their job. This will include the development of a brand-new customer services training programme for front-line staff, and training for leaders on managing the customer experience.

Action	Delivered by
Continue to deliver Customer Services training as part of the new staff induction programme	Ongoing
Delivery of new Customer strategy awareness training as part of the Manager and Team Leader development programme	September 2025
Review and refresh of the online Customer services essentials training course and ensure all employees complete it	February 2026
Review and refresh of the Guide for Town and Parish Council's on how to contact Council services	November 2025
Raise awareness across the organisation of the importance of working collaboratively with partner organisations such as Town and Parish Councils and the voluntary sector.	February 2026
Include a specific strand around customer service delivery in individual performance reviews	November 2025
Undertake a refresh of our 'Guidance for customer service excellence' in which we will promote all the available technology that services can consider adopting to improve the customer experience. Promote across organisation	March 2026

Involve customers and employees in improving services

To involve customers in the design of services so that we better understand their needs and preferences. Ensure we have, and use feedback, including from employees delivering services, on their experience to inform improvements and to shape services in the future.

Action	Delivered by
Encourage a wider and more diverse range of customers to volunteer as mystery customers to test Council services	November 2025
Expand our customer insight programmes to include feedback from businesses, tourists, and visitors	March 2026
Consider opportunities to expand customer satisfaction surveys to a wider range of Council services	April 2026
Explore opportunities to ensure the children of the Borough can give their views and feedback on the Council services that matter to them	July 2026
Encourage more employees to join our Mystery Customer programme	December 2025
Update our Everything Speaks initiative to introduce a clearer process for managers to feedback to staff members on actions taken with the improvements/suggestions/ recommendations	December 2025
Ensure that our services know who their specific customers are, that services have mechanisms in place to communicate directly with their customers and gain insight on the quality of the service that they provide	September 2026
Explore opportunities to improve our Adult Social Care 'Front-Door' experience by co-producing with residents and experts by experience.	December 2026
Enhance mechanisms to inform customers of changes we have made to our services based on their feedback and the results of satisfaction surveys	February 2026
Improve how we give feedback to our Mystery Customers on the impact that their work has had on service developments	May 2026

Customer contact centres

To ensure that an effective and efficient telephone contact offer is provided for customers who are unable to interact with us digitally.

Action	Delivered by
Review the effectiveness of the Ask Tom telephony trial and its impact on call handling in contact centre	January 2026
Introduction of new automated quality assurance system into our contact centres	April 2026
Conduct a review of current AI opportunities that could be deployed across our customer contact channels	Annual review of latest developments

Online services

To continue the development of our digital services to encourage customer to use them as their preferred method of contacting the Council, as well as supporting our residents to attain the skills they need to benefit from the new technology.

Action	Delivered by
Deployment of an upgraded MyTelford platform with an improved look, feel and customer experience	November 2025
Continuing to support residents to develop their digital skills through the Digital Champions programme	Ongoing
Consider opportunities to use innovative technology, including AI to improve and enhance our customers experience of engaging with the Council	Ongoing
Expand and develop the support offered to resident to assist them to gain and improve digital skills	Ongoing
Undertake a programme of Mystery Customer testing of our new website and the updated version of MyTelford once they launch	December 2025
Continue to develop and improve the communication with customers regarding the outcome of issues raised by them through MyTelford	April 2026
Improve the links between MyTelford and the Tascomi public protection portal so that customers can access these webforms through their MyTelford account	December 2025
Continue to support residents to access Adult Social Care by developing additional online self-service options	April 2026

Accessibility of Council services

A new Equality, diversity and inclusion strategy is due to be launched in summer 2026, which will include several new actions which will be included in future versions of this action plan.

Action	Delivered by
Provide collection points for free sunflower lanyards in main reception areas	October 2025
Explore viability of applying the principles of the NHS Accessible Information Standard (currently used in Adult Social Care) across our wider council services	December 2026
Introduce annual Access Audits of our key front facing buildings	April 2026
Develop a rational for what is a reasonable adjustment within Customer contract and provide training and support to staff in this area	April 2026
Consider the opportunities for AI to provide routine or procedural interpretation and translation services	May 2026
Ensure that customer service training for staff covers communication with customers who have disabilities, including hidden disabilities	March 2026
Expand the use of British Sign Language and subtitles on videos and help guides ie how to complain	March 2026
Continue to promote to employee, customers and partner organisations the services in place to support accessibility for our customers e.g. translation and interpretation services, and technologies such as Reachdeck	December 2025
Introduction of video guides on our website to help explain a range of topics that are most frequently asked by customers	January 2026
Review information available regarding accessibility to green spaces/networks pull this information together into one consistent area	February 2025

Ensuring fairness and accountability

Our values are exercised throughout the Council, defining how we do things, both collectively as an organisation and individually. For more information on our values see [**www.telford.gov.uk/councilvalues**](http://www.telford.gov.uk/councilvalues) We will continue to build on these values and utilise existing governance and engagement structures as the context for all policy and decision making. We will therefore continue our work on ensuring fairness and accountability as part of this approach, looking at new and different ways of working where we can, but always ensuring that the many and diverse communities of Telford and Wrekin lie at the heart of everything we do, the decisions we make, and the services we provide. Underpinning all of this we need the confidence to know that we are well informed when decisions are made and pay 'due regard' when planning and providing fair and accessible services for all our residents.

You can find out more about our approach to ensure fairness and accountability including our objectives and progress by visiting our website: www.telford.gov.uk/fairness



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