



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Corporate Feedback Report

Improving our Customer Experience

Annual Report 2025/26

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Report summary

Our residents are continuing to experience the impact of ongoing cost of living pressures including increasing food and fuel prices. This is impacting upon almost every aspect of our residents' lives, including their health and wellbeing, their housing options and family life. In addition, the boroughs population is growing and aging which is resulting in the Council continuing to see significant demand, rising expectations and increased pressure on all its services.

Alongside social care and education services the Council emptied 11.1 million bins during 2025/26, issued approximately 172,000 council tax bills, handled 152,122 calls to our Corporate Contact Centre, laid 50,000 sq metres of carriageway resurfacing, cleaned 14,000 gullies, applied 77,000 square meters of surface dressing, 75,000 metres of road markings completed. The Borough also welcomed some 3.9 million visitors.

It is therefore positive that this annual feedback report shows that there has been a sustained increase in the number of residents and customers who have taken the opportunity to give a compliment on the service they have received. Overall, the Council has seen a 182% increase in compliments in the last 7 years from 290 in 2019/20 to 818 in 2025/26 and a 24% increase since 2024/25.

In September 2025, we launched our new Customer Strategy called 'Developing our Customer Experience- Putting people first: Delivering the basics brilliantly and building for tomorrow'. The new strategy builds on the success of the previous strategy, which led to Telford & Wrekin Council becoming the first UK local authority to achieve the Institute of Customer Services' ServiceMark accreditation in April 2025.

The new strategy reaffirms our commitment to putting residents at the heart of everything we do, while embracing new technologies. Our vision is to deliver excellent, accessible, and responsive customer services across all channels- digital, telephony, and face-to-face, ensuring no resident is excluded from being able to access Council services.

The strategy also expands our customer focus beyond our residents to include local businesses, tourists, and users of commercial services, recognising their vital role in the Borough's vibrancy and resilience. The strategy also outlines the importance of feedback from Children and Young people, particularly when shaping the borough now and in the future.

This clear and inclusive vision for the next five years, will ensure that Telford & Wrekin Council continues to deliver excellent customer service for all, while embracing innovation and maintaining the human touch where it matters most.

While we have seen an increase in the complaints received across the Council in 2025/26 with corporate complaints increasing from 710 in 2024/25, to 839 in the last year. When compared to the total number of transactions and interactions undertaken by the Council during the year, this represents under 1% of all transactions and is well within customer service industry standards. The increase in complaints mirrors the picture nationally where complaints are continuing to increase across both the public and private sector. The Local Government and Social Care Ombudsman are also reporting an increase in cases. Telford and Wrekin Council is also committed to ensuring that its complaints procedures are easily accessible and the number of complaints received may also be indicative of a well-published and accessible complaints procedure.

The report highlights that the Council continues to manage complaints well, with an average response timescale of 7 working days and 90% of responses made within the 10-working day timescale outlined within the new Local Government and Social Care Ombudsman Code, a significant increase on the 84% achieved in 2024/25. The Council has committed to the revised timescales as an early adopter with the Ombudsman starting to officially monitor compliance by Local Authorities for the 26/27 year.

The improvements detailed in this report evidence the Council's commitment to respond to complaints positively and seek to put things right where things go wrong. There are areas of opportunity for ongoing improvement, and the Customer Relationship team will continue to work with senior leadership teams to robustly utilise complaints intelligence and customer feedback to support positive improvements in service delivery.

Highlights 2025/26

Over 256 volunteers registered to be Mystery Customers	36 completed Mystery Customer assignments	100% LGSCO* recommendations completed
Average of 7 days to respond to corporate complaints	90% of corporate complaints responded to in 10 working days	24% increase in Compliments when compared to 2024/25
818 Compliments received in 2025/26	Institute of Customer Services ServiceMark Accreditation achieved April 2025	Launched new Customer Strategy 2025-2030

Purpose of the Report

- To provide an overview of Telford and Wrekin Council's corporate customer feedback, including complaints and compliments, from 1 April 2025 to 31 March 2026. This includes highlighting areas of positive performance and those for development.
- To outline the key developments and planned improvements to customer feedback processes operated by the Council.
- To consider how learning from customer feedback can be used to gain a better understanding of the experience customers are having accessing council services, drive continual improvement and development of services, prioritise quick wins and ensure that longer-term actions feed into the Customer Strategy.

Background

The Customer Relationship team co-ordinates complaints relating to three separate complaints processes. These are:

1. The Adult Social Care Statutory Process, reported separately in the Adult Statutory Complaints Annual Report 2025/26
2. The Children's Social Care Statutory Process, reported separately in the Children's Statutory Complaints Annual Report 2024/25
3. The Corporate Complaints Process. These are complaints relating to other services provided by the Council where there is no statutory complaints procedure, our corporate process includes complaints from our Council Tenants and also complaints involving Child Sexual Exploitation (CSE)

In addition, the team deals with a wide range of interactions with customers including general enquiries, MP Enquiries, Leader and Cabinet Member Enquiries, comments and suggestions, as well as any matters that are exempt from consideration under our complaints policies.

We recognise that our customers have a range of experiences when contacting us, working with us and using our services. Some of these experiences are positive, and we want to recognise and celebrate where good practice is evident, while others fall short of our standards, where it is essential that we learn from them. As an organisation, we provide customers with a mechanism to feedback to

us both positive and negative experiences, and encourage a culture of learning, where the focus is on resolution and continual improvement. Whenever possible, we take immediate action to put things right at the first point of contact, and if this cannot be done, we operate a robust complaints procedure.

Above all, the way we deal with customer feedback is based on our co-operative values, as published on the Council website [Telford & Wrekin Council | Our vision, priorities and values](#) and the following key principles:

- Customer focus – listening to what people tell us and seeing things from the customer's perspective
- Responsiveness – acting on what people say to us
- Promptness – making sure people get answers in good time
- Transparency – dealing openly and honestly with problems
- Proportionality – making sure that the resolution fits the complaint
- Learning – making sure complaints result in changes and improvement

Our policies are also published on the website www.telford.gov.uk/complaints . A complaint is defined within the Council's Corporate Complaints Procedure as:

'An expression of dissatisfaction, however made, about the standards of service, action or lack of action or decisions taken by the Council, its own staff, or those acting on its behalf, affecting an individual or a group of individuals'.

Telford and Wrekin Council operates a two-stage process for all corporate complaints.

For more information regarding corporate complaints in 2025/26, please go to page 21 of this report.

Accessibility of Council Services

Across the Council we take steps to support access to our services taking into consideration the diverse range of needs of our customers.

- Written materials are simplified, and efforts are made to remove jargon and technical language,
- We make sure that the documents, flyers and written materials we release include information on how to contact us so that we can answer any questions you may have.
- We use clear signage in our buildings to help people get about.
- Staff are trained to greet you appropriately and take account of your needs when supporting you.
- All of our buildings welcome assistance animals and accommodate their needs where appropriate.
- Our safety and evacuation procedures for all buildings take account of the needs of visitors to make sure that they are safe at all times.
- Notes regarding additional needs can be added to some of our systems at your request. If you consider that this will assist your communication with us, please let us know when you make initial contact with our services and they will try to accommodate your request.



These are some of the things that we do to make sure that you can access our services easily, fairly and safely. For more information about how we support access to our services please visit our website at [Telford & Wrekin Council | Supporting access to services](#).

MP/ Leader/Cabinet and Member Enquiries

During 2025/26 the number of enquiries received from democratically elected members was as follows.

MP Enquiries- A total of 528 MP enquiries were received, a 109% increase on the 253 received in 2024/25. We aim to respond within 10 working days, and our average response time was 8 working days.

Leader Enquiries- A total of 319 enquiries were received from residents via the Leader of the Council. The average number of days to respond to these enquiries was 5 days with 93% responded to in timescale.

Cabinet Member Enquiries- Enquiries from Cabinet Members amounted to 435. The average number of days to respond to these enquiries was 3 days. 90% were responded to in timescale.

Member Enquiries- 426 enquiries were received from Ward Members during 2025/26 a 41% increase on the 302 received in 2024/25. These were responded to in an average of 6 days, 97% within our response timescales.

Compliments

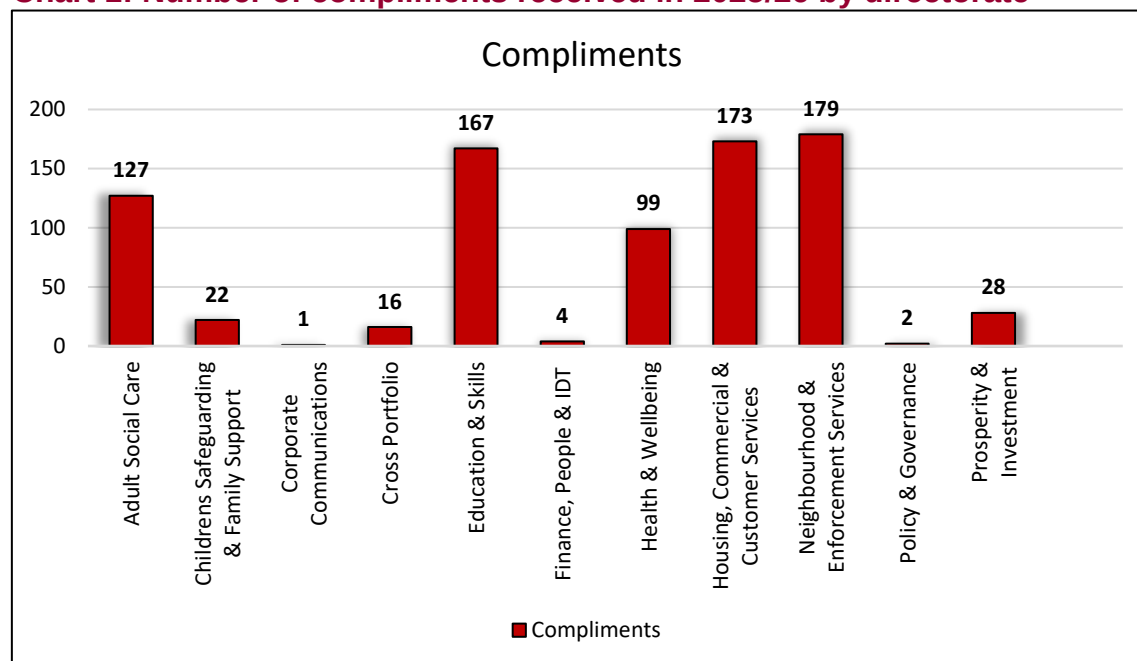
In 2025/26, there was a 24% increase in the number of compliments received when compared with the previous year. A total of 818 compliments compared to 660 in 2024/25. The Council has seen a 182% increase in compliments from 290 in 2019/20 to 818 in 2025/26. Compliments are logged and shared with Directors and Line Managers. This is recognised at service level through team briefs/ meetings and individual 'one-to-ones'.

Where a member of staff has gone above and beyond, they may be awarded a Chief Executive Commendation to celebrate their achievement. An Excellent Customer Service Award is also made at our annual Employee Awards. Some examples of where employees have gone above and beyond can be seen below.

Chief Executive Commendation	Customer Care Award Winner 2025
In recognition of an officer's actions at an event providing lifesaving treatment using a defibrillation machine. The member of staff stayed calm under pressure and ensured essential treatment was provided until Emergency Services arrived on scene.	The award was given to a Rink Assistant at Telford Ice Rink for going above and beyond with the Ice Rink's Facebook page. The officer demonstrated a proactive approach from managing the inbox, to timely and clear communication, crafting empathetic, helpful responses to customers. The assistant's attention the customer perspective and commitment to removing communication barriers earned recognition from senior colleagues. Demonstrating genuine care for the customer experience ensuring that the customer is at the heart of everything they do. This was improved customer satisfaction and helped other team members to focus on operations.
Information Digital Technology (IDT) Assistant IDT Services	Rink Assistant Leisure Services

The chart below highlights the compliments received for each directorate during 2025/26.

Chart 1: Number of compliments received in 2025/26 by directorate



This year, Neighbourhood & Enforcement Services (179) and Housing, Commercial and Customer Services (173) received the most compliments, with the latter seeing an increase from the 131 received the previous year a 32% increase, with 67 received by the Customer Contact Centre and 51 by the Housing team.

Education & Skills (167) received a significant increase in compliments during the year, seeing a 476% increase on the 29 received in 2024/25 with 63 received by Arthog and Arthog Outreach, 21 by Future Focus (Careers) and 18 by Special Educational Needs.

"All of my email correspondence was dealt with by Emma and she's been so incredibly helpful. She's been able to answer all my questions and just generally made it a really smooth process. We've been very stressed about finding a school close to home and with the wraparound care we require along with the stress that comes with buying a house! Emma always responded to my emails very quickly, giving regular updates and we've now got the brilliant outcome of getting into the school we wanted. So, I just wanted to write to say how much I have appreciated Emma's help, patience and prompt replies to my many emails!"

Special Educational Needs Team

"I never expected that after smoking for 15 years of my life, I'd ever be able to stop - but here I am. Just over three months ago, I was a heavy smoker, and now I'm completely smoke-free. Having the Council's Healthy Lifestyles team as an anchor point made a huge difference. Knowing there was someone I could turn to for support and guidance helped massively. Thank you."

Healthy Lifestyles Team

Here are some examples of compliments received during the year:

"...by guiding them through to Bikeability Level 3, you have given them the skills and confidence to navigate challenging environments safely. I also want to specifically commend your staff. They were exceptionally kind, informative, and structured in their guidance. It was clear that the students felt supported throughout the process, and they all thoroughly enjoyed themselves—especially the chance to take home their own bikes, helmets and locks."

Active Travel & Road Safety Education Team

"We always feel safe with any instructor that takes us caving. We have and will continue to use Arthog outreach to provide Outdoor and Adventurous Activity for the children at our school. The children love it and get so much from every excursion with Arthog Outreach."

Arthog Outreach

"From the start. Paula provided the care both my mother and I desperately needed...In her final days and in the depths of Dementia, my Mum had a moment of clarity and thanked Paula for everything! I will never forget Paula's kindness and professionalism. Out of everybody and everything that I have dealt with in the past 7 years...Paula is a shining star and of the very best."

Adult Social Care

"I wish to compliment the customer relationship team for their hard work, I have contacted this department many times for comments, requests and suggestions. The team are always very polite and reassuring, the team are also very understanding and recognise any concerns or views people have... Having a good customer relationship team to contact in regards of my interests in the environment and streetlighting for this makes me feel that my interests and views have been valued and I am truly grateful for that. I would like to thank everyone in the department for their work."

Customer Relationship Team

"Never thought I would need your service, but I feel like I have inherited a family member, feel like you are a "sister" to me. You have lifted weight off my shoulders. Given me validation. The process has been good. You have helped me heal. Thank you"

Family Hubs Wrekin

"Thank you so much for your help and support, I really am overwhelmed by the help and support from you and your team, thank you all so much I am forever grateful. I have unfortunately moved around quite a bit through my life and Telford council and their wonderful staff throughout are the only council that have ever really helped and I felt helped not judged I felt understood and the speed off your staff in sorting things out is unprecedented so once again from a very grateful woman and children, thank you all ."

Housing Team

Customer Insight Programme

Our Customer Insight Programme was launched in October 2019 with the aim of helping us review our services from customers' perspective. The programme is designed to deliver organisational intelligence to drive transformation and continuous development by identifying trends and improvements that could be made to enhance customers' experience of our services. Some key customer and Mystery Customer satisfaction results from across our services in 2025/26 include:

96%* Of customers were satisfied with call handling *Corporate Contact Centre Satisfaction	95%* Of customers were satisfied with the help given on our website by 'Ask Tom' *Corporate Contact Centre Satisfaction	100%* Of customers were satisfied with webchat *Corporate Contact Centre Satisfaction	82%* of Mystery Customers were satisfied with their experiences, when completing assignments *Mystery Customer Assignment
90%* Of customers were satisfied with their experience whilst visiting Front of House locations *Mystery Customer Assignment	Customers scored an average of 4.75* Satisfaction with the Bulk Collections Service *Waste Services- (out of score of 5)	96% Of customers were satisfied with their overall experience of Sky Reach & Outdoor Education	84%* Of customers were satisfied when accessing the Waste Webpages *Mystery Customer Assignment

Feedback from Tourists, Visitors and Businesses:

As part of our customer strategy, we have committed to expanding the customer insight programme from 2026/27 to include feedback from businesses, tourists and visitors. We will provide a snapshot of feedback from tourists, visitors and businesses in this annual report going forward.

Feedback from children and young people:

Within our new customer strategy, we made a commitment to exploring opportunities for young people to share their views and feedback on the Council services that matter to them. Engaging children and young people in our services is critical as they represent the future of our community, and their active participation is vital for long-term success.

We gather feedback from various sources to improve the service we provide to children and young people for example;

• Childs Voice postcard • Childs Voice Group • During family time • Review forms • Dandelion Group • Kinship Care Group	• Childs voice apprentices – Voice of the Child Team • Leavers Come First Forum • Separate Migrant Care Leavers Forum • Kinship Forum • Children in Care Council	• Young Futures Forum Corporate Parenting and Young People Panel • Youth People's Forum • Voices in Unity network • Youth Summit
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The Telford and Wrekin Council Youth Strategy 2026-2029 is a comprehensive plan, co-produced with local young people focused on creating a child friendly borough where young people feel safe, heard and supported. Amongst the issues it prioritises are supporting better mental health, provision of safe spaces, equal access to activities and tackling poverty. For more information about the Youth Strategy please follow this link [Youth Strategy 2026-2029](#).

Key feedback from children and young people:

As an example of a specific way we have engaged, in February 3,500 local young people got involved in the Youth Parliament Make Your Mark Ballot in February 2026. The ballot for 11–18-year-olds and is held across the UK. The top three issues voted for by youth people in the Borough were;

- Teach life skills in schools
- Information on positive ways to manage stress
- Safe, accessible, reliable public transport

We are taking this feedback forward working with the Young People's Forum. Actions already taken include involving the Forum in the design and promotion of a new reporting mechanism for incidents on buses. The feedback around life skills in schools will be raised with headteachers, and we are working towards launching a new webpage which will provide practical information around managing stress.

You said, we did- Children's Services:

The Youth Strategy makes a commitment to a 'you said, we did' approach. The table below provides a snapshot of how this is being implemented and its impact

You said	We did
Young People Said... They want more say in meetings & decisions affecting them	Children's Services now routinely ask and plan for Young Peoples attendance in meetings. Exploring timing adjustments and school collaboration to facilitate involvement. Voice of the Child Apprentices routinely contribute to recruitment of key posts within the Council and participate in key meetings e.g. Corporate Parenting Board and leading survey work such as the Bright Spots survey
Young People Said... They want safer communities and support	Voice Apprentices' newsletters now promote community events, safe activities, and youth opportunities. Partnership work has been strengthened in: ➤ Police interactions (Corporate Parenting Board sessions)

understanding local opportunities including youth groups, volunteering opportunities etc	➤ Community safety projects (Make a Change, surveys, youth led improvements) ➤ “Crucial Crew” transition programme reaching 2,500 children annually The services engagement with Toucan Child and Adolescent Mental Health Services (CAMHS) shaped future emotional wellbeing support
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More examples of You said we did from children interacting with Children’s Services can be found in the Children’s Statutory Complaints and Feedback Report.

You said we did: Special Educational Needs

"An Easy Read version of the “Listening to young people with SEND in Telford” page would be beneficial, as the amount of text may make it challenging for young people to engage with."	An Easy Read guide has been co-produced with a local parent carer and young person support group. It uses simplified language, reduced text, and Widgit images.
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For further examples of ‘You said, We did’ please visit [You Said, We Did - SEND - Local offer](#).

Mystery Customer Activities:

The Customer Insight Programme now has 256 volunteers who have registered with us as Mystery Customers to undertake assignments. We have seen a 9% increase in volunteers during 2025/26, and the team will continue to promote the recruitment of the programme in the coming year, including a social media campaign.

36 assignments have been completed across the Customer Insight programme since April 2025 with an **82%** satisfaction score overall across the assignments completed. Some examples of how the programme has added value and intelligence to services is set out below: -

Live Well Telford Customer Experience Survey

Live Well Telford is the borough's online, all-age community directory. It provides information and signposting to a wide range of services, activities and organisations in the area, helping people to find the support they need to live healthy independent lives. In May, Mystery Customers completed an assignment for our Adult Social Care team who wanted to understand what it's like for individuals who use Live Well Telford, to gain insights into what residents expect, and to help understand the level of service that residents require.

83% of customers advised the Live Well website was accessible.

83% of customers were satisfied with the Live Well website

84% of customers would recommend the access channels to friend or family member.



"I was very impressed with Live Well Telford. The website was easy to use, and I had no difficulty in finding what I was looking for very quickly. There was plenty of useful information and links contained within each section. Overall, a very impressive piece of work."

Live Well Telford

Some improvements made as a result of the feedback include;

- improved homepage navigation- streamlining the homepage by reducing the number of categories, making it easier for users to navigate and find relevant information;
- audit of dormant pages- inactive pages were highlighted, which informed a wider audit to remove dormant accounts and ensure content remains current and relevant;

Customer Strategy Refresh

Our new Customer Strategy was launched in September 2025. To inform this we asked our mystery customers to complete various assignments testing our access channels including Ask Tom online, Ask Tom telephony, MyTelford, Telephone, Website, Front of House/Face to Face.

89% of customers were satisfied with the access channels.



"I found this an excellent site, very easy to navigate with helpful links."

2026 Waste Website Review & Treasure Hunt

In February 2026, we asked our Mystery Customers to commence testing on the search functionality on our website specifically regarding bulk collections, A-Z of recycling, and what goes in your bins, bags and containers.

17 Mystery Customers took part with varying degree of technical proficiency.

92% of customers advised the webpages were clear in their presentation and style.

91% of customers advised the webpages were easy to navigate.

80% of customers had a positive first impression of the webpages

A number of positive responses were received -

- "I am so impressed at the recent developments on the Council's website. It's now very user friendly. Information on waste was easy to find, extremely informative and educational. I found myself looking at things I hadn't gone there to look for!"
- "I really enjoyed using the website. I found it very informative, easy to navigate, and simple to use. It's also interesting to see all the different technologies and access channels available. This is my first time writing a review, so I'm not sure what suggestions to offer, but overall, I had a great experience."

Some recommendations for improvement are now being considered by the service:

- I think you need to add in more tags to the search for basic everyday terminology such as 'tip', 'dispose'.
- The font on the Council's home page on the small tiles need to be changed to something a little clearer.
- There are so many bullet point lists.

Real time Customer Feedback:

Since April 2021, posters have been in all front facing buildings asking our customers to comment on the service and experience that they receive. These short surveys, designed to take 30 seconds to complete, can be accessed via a QR code on a smart phone or via a website link. Any comments received are shared with services so they can consider if improvements can be made with feedback detailed on our 'You said, We did' web page.

95% of customers were satisfied with the service provided at these locations during 2025/26

"Amazing activities and instructors who take the time and care with our children. Some of our children has some specific medical and SEND needs and these were all met with understanding and patience. The children loved their day and learnt do much. Thank you"

Outdoor Education

You said, We did

Our vision is to work with our customers to develop quality services that are accessible to all and to make every contact count. Feedback is received via complaints, enquiries, through our Customer Insight Programme and from instant, real-time QR code feedback surveys, introduced into many of our buildings - including libraries and leisure centres. We are committed to acting on this and reporting back 'you said, we did'. Below is a snapshot of feedback from 2025/26 and the actions that we have taken as a result.

You said	We did
Customers asked when the drinks machine at Newport Swimming Pool was going to be repaired.	The drinks machine has been repaired and on the back of further feedback, Telford & Wrekin Council Leisure is completing a vending procurement exercise which aims to improve the provision
A customer had problems accessing their MyTelford account to report a missed collection.	There is now a pop-up message to make it clear that you can use the application without logging into MyTelford

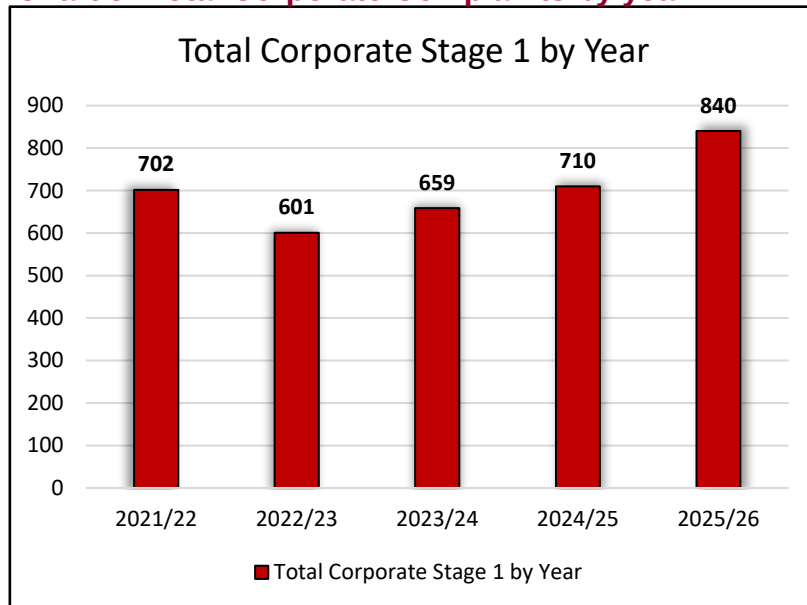
Customers informed us there were a number of subjects not included on MyTelford whilst searching.	Subsequent updates include adding Japanese Knotweed guidance and guidance on how to manage / dispose of, E-Cigarette / Vapes and Plastic bags / film
Customers told us that there wasn't vital pedestrian access during works by a utilities company.	Our inspector promptly visited the site and ensured that a pedestrian walkway was in place to ensure residents always had access to the bus stop
The Silkin Way path behind the multi storey car park by Dalford Court is covered with leaves making the cycle and pedestrian path very narrow. Some of the shrubs and trees also need cutting back	The Council and the community payback team reformed the paths and cutback the shrubs to open up the path and expose the streetlighting
Educational settings requested more advice regarding the Personal Education Plan (PEP) statutory process and training re new attendance portal.	Additional, termly training has been provided to education settings regarding PEPs and 1:1 sessions are now offered regarding the attendance portal to settings
Feedback received from customers that they can't fully understand the impact on their benefits if moving into employment.	The Council has acquired access to the 'Better off in Work' calculator that can assist customers with better understanding of the impact of moving to employment.

For further examples of 'You said, We did' please visit www.telford.gov.uk/yousaidwedid, and [You Said, We Did - SEND - Local offer](#). Additional examples of improvements that have been made following complaints can be found from page 30 of this report.

Corporate Stage One Complaints 2025/26

In the year 2025/26, there were 839 corporate Stage One complaints (those dealt with by more than one service simultaneously are counted as a single complaint) from 778 complainants. This is a 18% increase on 2024/25. The increase in complaints mirrors the picture nationally where complaints are continuing to increase across both the public and private sector. The Local Government and Social Care Ombudsman are also reporting an increase in cases. Local Authorities are now working to a single complaint handling code, which over time will allow for additional benchmarking across councils.

Chart 5: Total Corporate Complaints by year



Of these 839 complaints, 131 were escalated to Stage Two of our procedure and 30 were the subject of Local Government & Social Care Ombudsman (LGSCO) enquiries. 16 cases were not investigated by the LGSCO and one case was withdrawn. Three corporate complaints were subject to a detailed investigation, 9 further cases were awaiting a response from the LGSCO on 31 March 2026 with one case similarly outstanding with the Housing Ombudsman Service (HOS).

Stage	Number of complaints
One	839
Two	131
LGSCO	11
HOS	1

For further information regarding Stage Two complaints, please see page 29.

For further information regarding Local Government & Social Care Ombudsman enquiries, please see page 32.

During the year, 24 Stage 1 complaints were refused (were not accepted as complaints). This was for a range of reasons including that issues were already subject to court proceedings or a Tribunal process. All cases were provided with the details of the Local Government and Social Care Ombudsman should the complainant wish to escalate the issue.

Reason Refused	Number Refused
S1 Refusal- Complaint already considered	1
S1 Refusal- Right of appeal or review available	4
S1 Refusal- Employment Matters	1
S1 Refusal- Out of Jurisdiction	1
S1 Refusal- Outside of 12 months	3
S1 Refusal- Legal action against Council started	4
S1 Refusal- Insurance matters	2
S1 Refusal- Subject to court Proceedings/ Criminal action	7
S1 Refusal- Not a person who can complain*	1
Total	24

*Where the complainant does not have consent and does not provide it when requested or has not been personally impacted by the matters complained about.

91 further complaints were appropriately redirected because they were for other organisations.

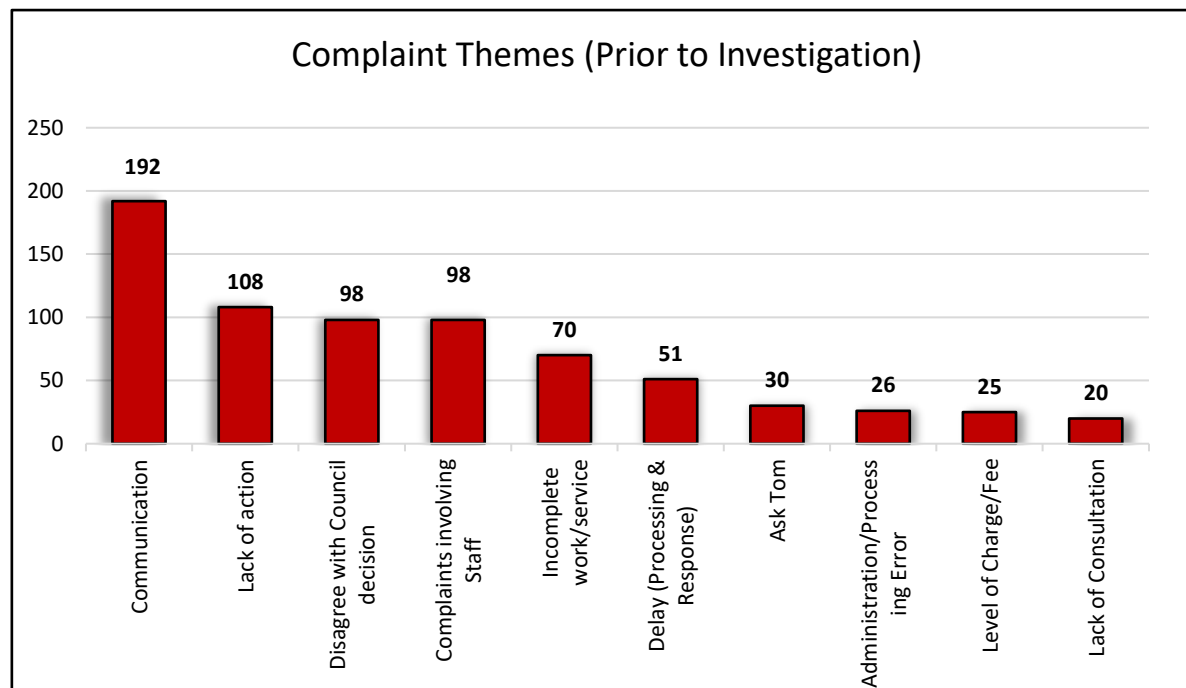
Customer Access Channels and Digital Contact (Stage One Corporate Complaints):

Complaint channel	Number of complaints
Email	303
Web form	272
Telephone	251
Letter	11
In Person	2
Total	839

In 2025/26, 69% of corporate complaints were received via a digital access channel. While a small reduction on 2024/25 (70%) this is still the preferred way for customers to make complaints. The number of customers raising a complaint via telephone has increased this year to 30% indicating the importance of continuing to provide an omnichannel service.

Complaint Themes:

Chart 6: Corporate complaint themes 2025/26

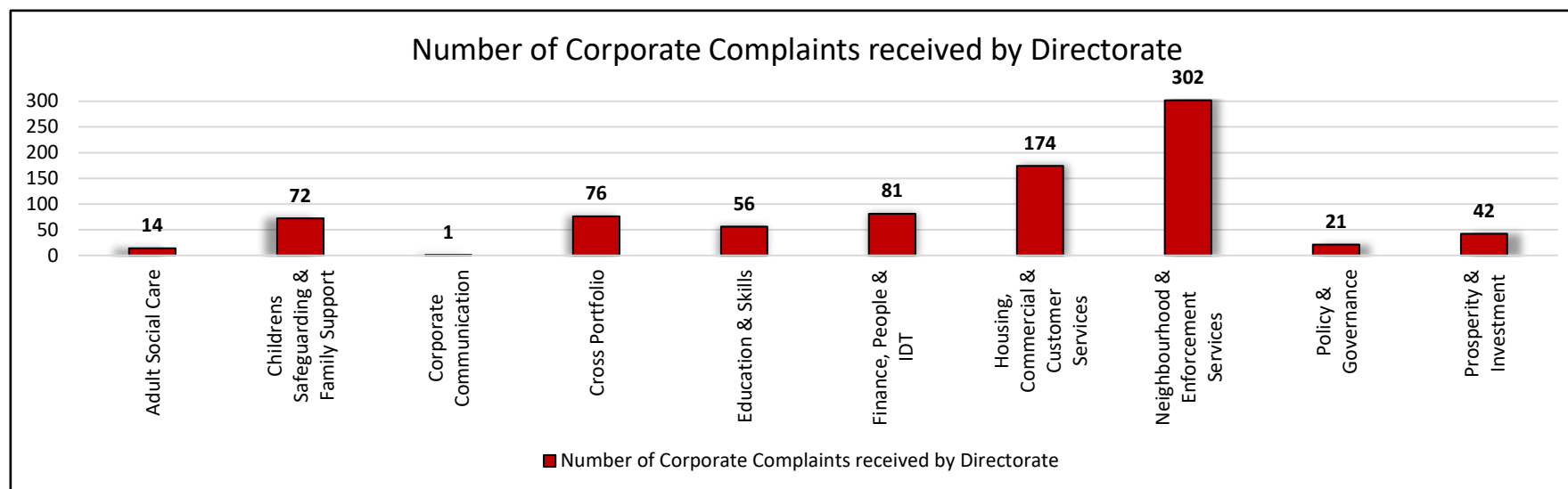


This chart shows the top 10 complaint themes for 2025/26 recognising that some complaints have multiple themes. Communication continues to be a recurring theme, and we will be taking targeted action to address this with an organisation-wide communications plan. This will reinforce the importance of clear, timely and courteous communication at every customer touchpoint. The campaign will remind colleagues of expected standards, including responding promptly to calls and emails, providing clear and concise explanations and managing expectations effectively.

From May 2024 the Policy and procedure for complaints involving Child Sexual Exploitation has been combined into the corporate complaint procedure. No complaints were received relating to Child Sexual Exploitation (CSE) during 2025/26. For more information, please see our reference guide on 'How we respond to complaints involving Child Sexual Exploitation (CSE)' which can be found here [Complaints procedures - Telford & Wrekin Council](#).

23 Complaints were received that related to discrimination (6 Race, 17 Disability); these complaints were investigated and not upheld. 6 complaints were raised regarding accessibility during the year, four of which were upheld, and the Council has completed the identified improvements.

Further analysis of upheld themes can be found later in this report at page 26.

Chart 7: Number of Corporate Complaints received by directorate

Complaints have increased across all services with the exception of Prosperity and Investment and Health and Wellbeing. As Health and Wellbeing did not receive any complaints during the year they are not detailed in the chart above. The number received by Neighbourhood and Enforcement Services (302) has seen the largest increase, but it should be noted that when the huge number of customer interactions that take place through Waste, Highways, Grounds Maintenance, Public Protection, Community Safety and Enforcement, are taken into account, this figure is proportionally very low. The second highest number of complaints were received by Housing, Commercial and Customer Services who also deal with a very large number of customer interactions. Overall complaints continue to represent less than 1% of the interactions that the Council has with customers over the year.

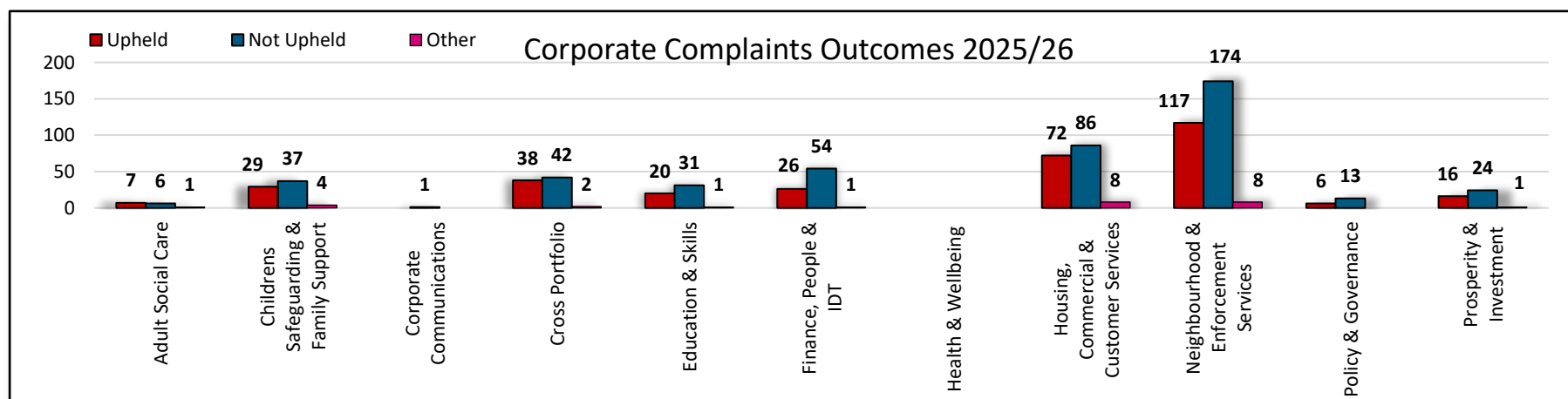
Stage One Complaint outcomes

Of the (825) Stage One complaints responded to in the year, 40% were upheld, this is where services acknowledged that they could have done better. Despite the increase in number of complaints received the percentage of upheld complaints has remained in line with the previous year. 57% were not upheld, 3% of complaints were either withdrawn or resolved by the service before the complaint was processed.

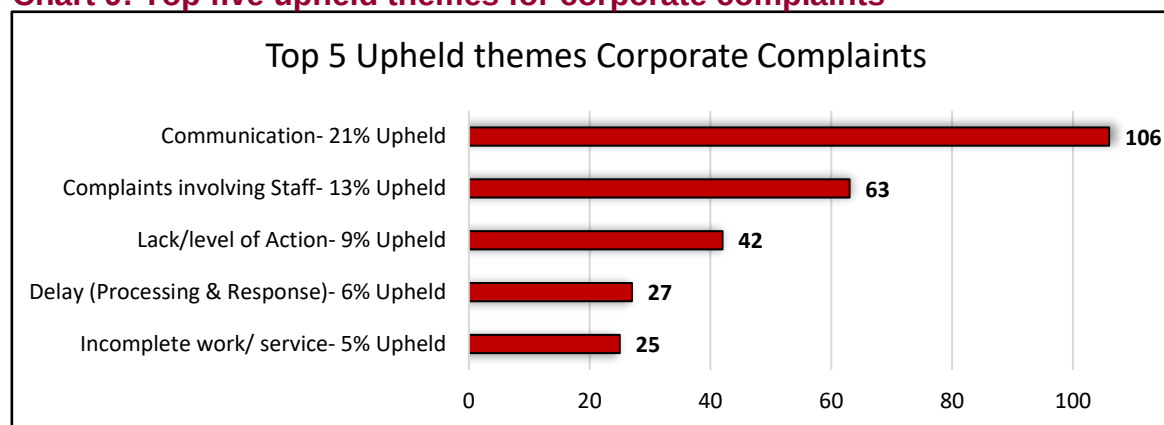
The highest number of upheld complaints were in Neighbourhood & Enforcement Services (117) and Housing, Commercial and Customer Services (72). This is not unexpected given that these directorates responded to the highest number of complaints. The highest percentage of upheld complaints by directorate were in Adult Social Care (47%) with 7 upheld out of the 15 complaints received.

The outcomes by directorate can be seen in the following chart. This has been broken down into upheld, not upheld and other. 'Other' can include service resolved, dealt with through courts, out of jurisdiction or withdrawn.

Chart 8: Corporate complaint outcomes 2025/26



The top five upheld themes identified corporately at Stage One were:

Chart 9: Top five upheld themes for corporate complaints

331 complaints were upheld, some complaints had multiple issues. Across the upheld complaints there were 479 upheld issues.

Please note: For the purpose of this report the percentage upheld is displayed as a percentage of the upheld issues 479. The top five upheld themes include:

Communication was the most prevalent theme across services. Our focus for 26/27 will be on clear messaging, expectation setting, effective handovers and customer centred communication practices. Reminders have been issued to officers to ensure that they keep customers updated and services have made changes to procedures. There will be ongoing monitoring of telephone calls to ensure a high standard of customer service.

Complaints involving Staff have decreased compared to 2024/25 representing 13% of upheld complaints. Concerns included perceived rudeness or discourtesy, lack of empathy or inconsistency in applying standards and rules. In the majority of cases investigations found no deliberate wrongdoing but were nevertheless upheld due to the impact on the customer. It is recognised that customers are highly sensitive to tone, body language, and how messages are delivered particularly in challenging situations. We will continue to extend customer service and equality training, encourage reflective practice and supervision and promoting consistent, compassionate approach across all customer facing roles.

Lack/level of Action was cited in 9% of the complaints upheld, a small reduction on 2024/25. The issues included actions agreed but not taken forward, repeated contact without resolution unclear ownership plus system failures. There will be an ongoing focus on case ownership, escalation and assurance that agreed actions are completed.

Delay (Processing & Response) was a theme within 6% of the complaints upheld. This issue includes responses outside expected or agreed timescales, delays not explained or acknowledged early and administrative failures contributing to delay such as cases being mis-directed. In more complex cases delays were linked to reliance on external organisations.

Going forward there will be a focus on strengthening monitoring of response times, embedding consistent use of holding responses, ensuring delays are identified and escalated early and reinforcing timeliness, expectation management and responsiveness as critical components of effective customer service.

Incomplete work/service was a theme within 6% of the complaints upheld this is a decrease on the 11% in 2024/25. Cases included agreed work started but not fully completed, incorrect assumption that work was complete. Key learning is that completion and quality matter, service must ensure that work is delivered fully, accurately recorded and followed up where necessary. Where work cannot be completed, customers must be clearly informed of the reason and next steps. There will be a continued focus on right-first time delivery, accurate recording and closure of work and proactive follow-up where services are incomplete.

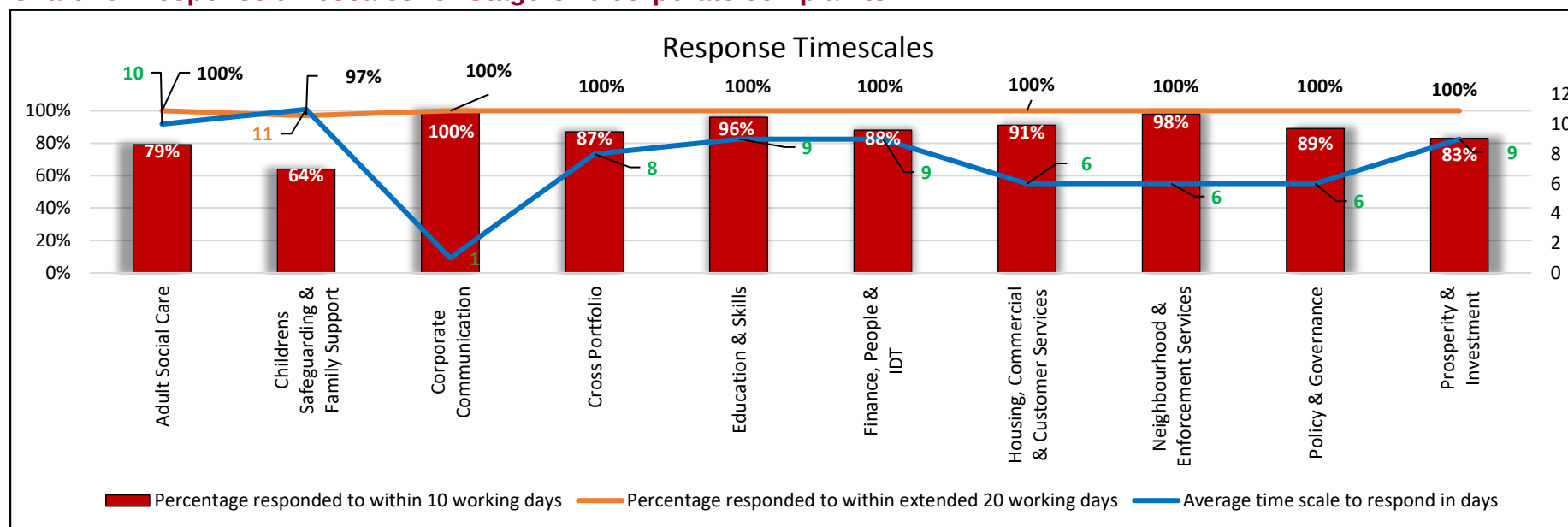
Our focus for 2026/27 will be to communicate across the organisation the importance of delivering clear, customer-centred messaging, strengthening expectation management, effective handovers, strong case ownership, timely responses, and proactive escalation and improving consistency across all interactions.

Timescales for responses at Stage One

With effect from 16 May 2024 the Council became an early adopter of the Ombudsman's new Complaint handling code effectively reducing the response target for stage one corporate complaints from 15 to 10 days. This may be extended to a maximum of 20 working days.

During 2025/26 the Council has responded to corporate complaints in an average of 7-working days, which is well within the 10-working day timescale and a further improvement on the 8 days achieved in 2024/25. During the year 90% of responses have been issued within 10-working days, which is also an improvement on the 84% achieved in 2024/25.

The chart below shows the % of stage one complaints responded to by each Directorate, percentage sent in the 10-working day timescale and extended target, and the average number of days taken.

Chart 10: Response timescales for Stage One corporate complaints

The data indicates that directorates are performing strongly in meeting the corporate timescale particularly given the increase in complaints and scale of customer interaction with the Council. For example against our target to respond to 90% of corporate complaints within 10-working days Neighbourhood and Enforcement Services, with the largest number of customer interactions responded to 98% of complaints within 10-working days, Housing, Commercial & Customer Services (91%), and Education and Skills (96%).

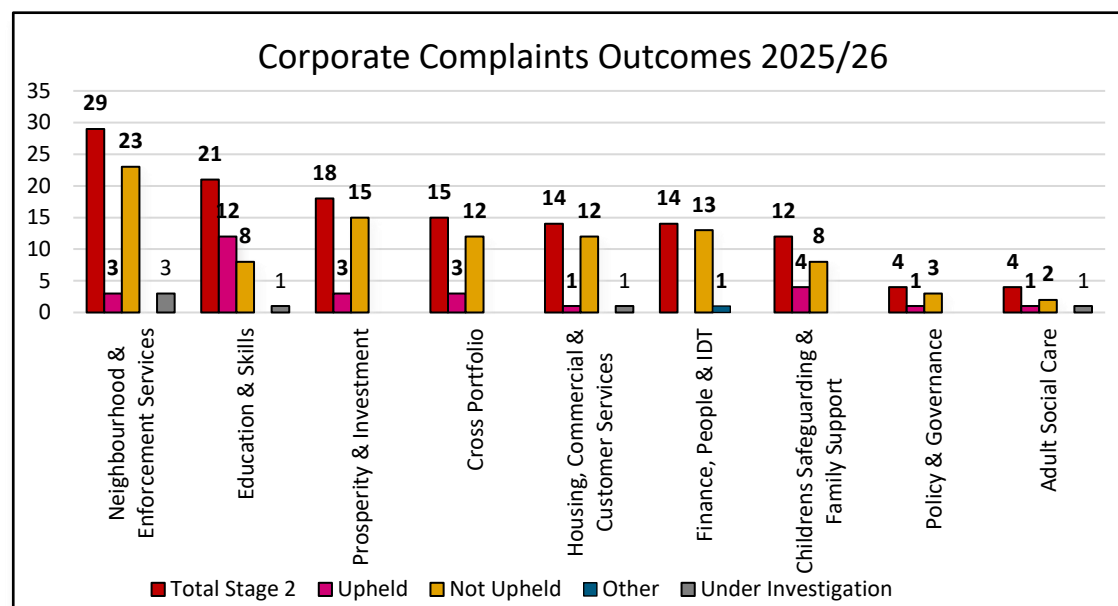
During the year, 2 complaints were responded to outside of the 20-working day maximum timescale, these cases were unusually complex cases and were sent within 22 days.

No complaints handled under the Housing Ombudsman Schemes code exceeded the 20-working timescale, for more information on these complaints please see page 33.

Corporate Stage Two complaints

During 2025/26, 131 Corporate Stage One complaints progressed to Stage Two of the process. This represents a 44% increase on the 91 that progressed in 2024/25. 125 Stage two investigations have been completed; there are 6 stage two corporate complaints that were still under investigation on 31 March 2026.

Chart 11: Stage Two complaints received and outcomes by directorate



The highest number of Stage Two complaints was seen in Neighbourhood & Enforcement Services.

Education & Skills has also seen an increase on stage 2 complaints compared to 2024/25.

Health & Wellbeing and Adult Social Care did not see any cases escalate to Stage Two in 2024/25.

In line with the Local Government and Social Care Ombudsman's complaint handling code stage 2 complaints are responded to in 20 working day, which can be extend to a maximum of 40 working days in complex cases.

No stage 2 complaints were refused with all 131 receiving a full investigation and response. 22% were upheld with an average of 20 working days taken to complete a full investigation. This is a significant decrease on the 31 days taken in 2024/25. One particularly complex and exceptional case exceeded the 40 working day target.

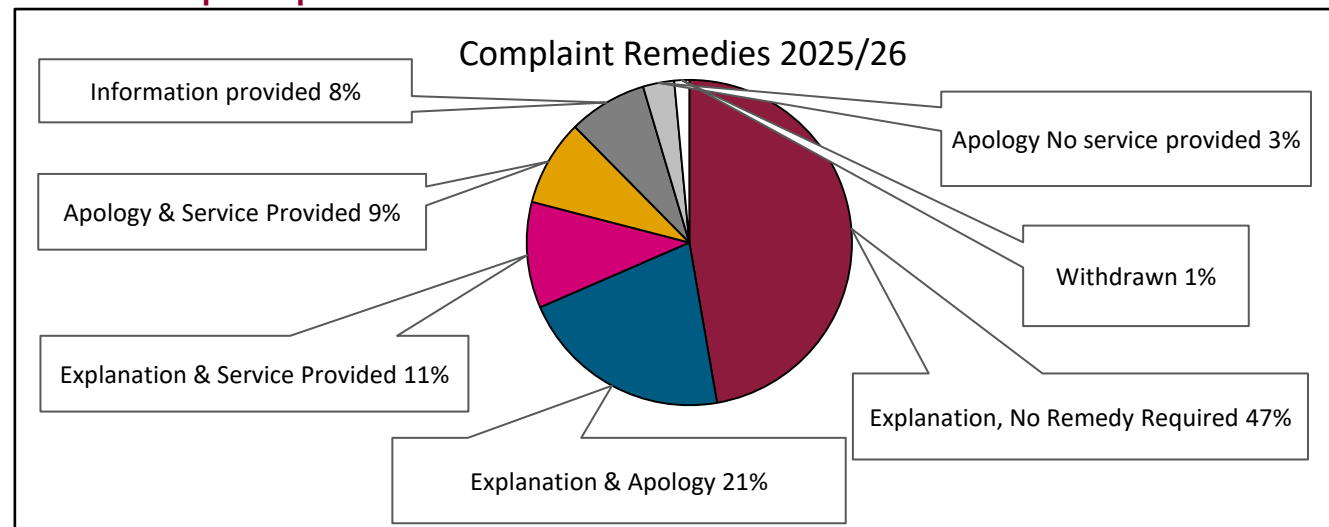
Learning and outcomes from Corporate Complaints

Complaints are a valuable source of information that can help to identify recurring or underlying problems and potential improvements. This includes both those upheld and in some instances where no fault was found but services identify that improvements to services could be made.

The Customer Relationship Team continually review actions taken by services to respond to complaints, any remedy themes and identify and share wider learning.

The Chart below illustrates the key themes linked with complaints where fault was found in 2025/26

Chart 12: Top complaint remedies 2025/26



Remedial action can include an apology, explanation or carrying out overdue work. On some occasions, the fault has already been remedied - so the complaints process is used to ensure that the appropriate action has been taken.

Positive Improvements

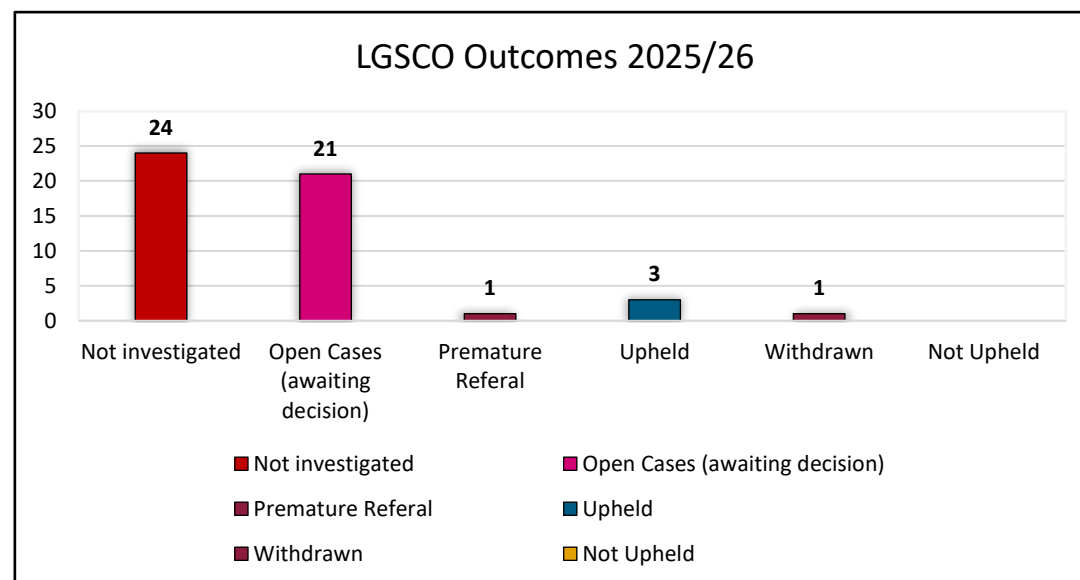
Below are some examples of positive changes that have resulted from learning from complaints:

- The Disabled Facilities grant process has been reviewed to ensure that there is a nominated individual who will confirm when funding is agreed with all parties.
- Information on the leisure website has been updated to ensure opening time information during bank holidays is clearly available for customers.
- Steps into the swimming pool at Newport will be in place for all relevant sessions.
- Revenues officers have been reminded that they need to ensure that changes are made in a reasonable timeframe and to only request additional verification for liability where necessary.
- Two memberships can now be linked to an aspirations account, so that a support worker can join a fitness class.
- Automatic replies on the Customer Contact Centre email inbox have been amended to include contact numbers and opening times, rather than the previous website link to make the information more easily accessible for customers.
- Admittance times for the health suite at Oakengates Leisure Centre have been reviewed to ensure a consistent approach.
- The Occupational Therapy triage process has been reviewed to ensure the appropriate services are involved at the right stage of the assessment and provision, especially where seating and sleep needs overlap.
- Contact Centre Advisors will ensure that they explain that they are transferring the customer to an external company who manages the appeals process for Penalty Charge Notices for the Council.
- Internal processes have been updated to ensure consistency in recording portal messages for the Environmental Enforcement Team; staff have also received training.
- The SEND team will review and enhance communication procedures throughout any consultation and tribunal processes. Transition planning will be carefully adapted to meet accessibility needs, with face-to-face meetings offered whenever required.

Local Government & Social Care Ombudsman enquiries

The Local Government & Social Care Ombudsman (LGSCO) has the authority to investigate complaints when it appears that our own process has not resolved them. Complainants can refer their complaint to the LGSCO at any time, although the Ombudsman will refer them back to us if they have not been through our process first. In exceptional circumstances, the Ombudsman will look at things earlier; this usually being dependant on the vulnerability of the person concerned. During the last year 64 new enquiries were forwarded to the LGSCO. 10 new enquiries related to Adult statutory complaints, which are detailed in the Adult Statutory Complaint Reports, no new enquiries related to Children's Statutory Complaints.

Chart 13: Local Government & Social Care Ombudsman Outcomes



The LGSCO determined it would not investigate 29 of the corporate matters referred to them.

The LGSCO has completed three detailed investigations during the year all of which were upheld. One case was withdrawn by the complainant. 21 corporate complaints remained outstanding with the LGSCO at 31 March 2026, 9 of which the Council has not yet received the details from the Ombudsman.

All the recommendations made by the LGSCO have been implemented. More information regarding the Council's performance and LGSCO decisions can be found at: www.lgo.org.uk/information-centre.

Complaints from Council Tenants

All complaints from our tenants are handled in accordance with the Housing Ombudsman statutory complaint handling code for tenants. During 2025/26 we received 9 complaints from our tenants across the 226 properties covered by our management policies. Three of these escalated to stage 2.

Complaint Themes:

There was no common theme to complaints which related to aspects of property maintenance, communication regarding localised refurbishment works and notice of visits.

Of the 9 complaints 6 were upheld. Four progressed to stage 2 but none were upheld. In all cases issues flagged through the complaint process have been addressed.

The upheld issues related too, communication, lack/ level of action, and delay.

Timescales for responses:

The Council's Complaints policy outlines that a stage 1 housing complaint will be responded to within 10 working days, extended to 20 working days in exceptional circumstances. 2 cases exceeded 10 working days, due to their complexity, but remained within the extended timescale outlined in the policy.

All housing complaints were addressed within policy timescales with average response time at stage 1 of 11 working days and 15 working days at Stage 2.

One case was escalated to the Housing Ombudsman Service (HOS) during the year, and this remains outstanding with the HOS. There were no findings of non-compliance with the HOS Complaint Handling Code in 2025/26.

The Tenant Satisfaction and Complaint Report 2025-26, which includes the HOS Self-Assessment 2026 and the Housing Management Board response can be found published on our website at [Complaints and compliments annual reports - Telford & Wrekin Council](#).

Customer Relationship Team priorities for 2026/27

During 2026/27, the Customer Relationship team will focus on a number of key priorities:

- Our focus for 26/27 will be to communicate across the organisation the importance of delivering clear, customer-centred messaging, strengthening expectation management, effective handovers, strong case ownership, timely responses, and proactive escalation and improving consistency across all interactions.
- Supporting all services to meet response timescales in line with the Ombudsman Service's complaint handling codes
- Continue to drive an improvement in the percentage of complaints responded to within timescales, above 90%
- Complete all necessary self-assessments and providing dashboards of performance data to senior management to drive continuous performance improvement
- Continue to support service improvement through the Customer Insight Programme and utilising our Mystery Customer Volunteers
- Work to maintain low levels of maladministration findings by the Local Government & Social Care Ombudsman & Housing Ombudsman Service
- To complete a review of customer service training

The Customer Relationship team continues to support service areas to both manage and learn from complaints. The key services they offer are:

1. To manage and support the Council's approach to customer intelligence, ensuring we robustly manage and learn from our interactions with customers
2. Perform in-depth and snapshot reviews of our services, our key physical front doors and digital front door
3. Provide services with complaints advice and support, including support with persistent and unreasonable complainants
4. Provide reports on the quality of complaint responses and make recommendations for improvement
5. Act as a critical friend to challenge service practice
6. Provide advice on drafting comprehensive responses to complaint investigations
7. Continue to escalate overdue complaints to Directors
8. Provide regular dashboards/ complaints samples to Directors, and performance is reported monthly to the Senior Management Team