



# Customer Service Excellence

## Assessment Report

Name of Organisation
ng homes



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*Customer Service Excellence* is a national quality mark that seeks to recognise organisations that have a truly customer-focused culture. It is also designed to promote continuous improvement. Certification to the *Customer Service Excellence* Standard is achieved through a rigorous assessment process including a review of documents submitted to an impartial assessor which demonstrate compliance against each element of the Standard, and an on-site visit to establish whether or not an organisation meets the requirements of the scheme.

This Assessment Report covers the whole of your organisation's/department's/team's three-year certification journey from initial assessment, through 12 and 24-month review visits. It is designed to reflect on your achievements against the CSE Standard and your response to areas for development identified by your assessor.

Centre for Assessment hopes that you find this report useful. Should you have any enquiries then please contact your Assessment Project Co-ordinator.

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### **Notes for CfA Assessment Project Co-ordinator**

#### **On-site start and end dates and (total number of days spent on the project, including planning/document review/report writing)**

Initial assessment:

12-month review: 0.25 planning, 1-day remote assessment 0,25 report.

24-month review: 0.25 planning, 1-day remote assessment 0,25 report.

#### **Number of certificates required, if certification decision agreed (including any Compliance Plus)**

Initial assessment: 11

12-month review: 14

### **Section A: Scoring by Criterion**

**Initial Assessment (scores taken from previous SGS recertification report 2021)**

	<b>1 – Customer insight</b>	<b>2- Culture of the organisation</b>	<b>3 – Information and Access</b>	<b>4- Delivery</b>	<b>5- Timeliness &amp; Quality of Service</b>
Non-Compliance	0	0	0	0	0
Partial Compliance	0	1	0	2	2
Full Compliance	8	7	9	10	7
Compliance Plus	3	3	3	1	1

#### **12-month Review**

	<b>1 – Customer insight</b>	<b>2- Culture of the organisation</b>	<b>3 – Information and Access</b>	<b>4- Delivery</b>	<b>5- Timeliness &amp; Quality of Service</b>
Non-Compliance	0	0	0	0	0
Partial Compliance	0	1	0	0	2
Full Compliance	7	5	9	12	7
Compliance Plus	4	5	3	1	1

#### **24-month Review**

	<b>1 – Customer insight</b>	<b>2- Culture of the organisation</b>	<b>3 – Information and Access</b>	<b>4- Delivery</b>	<b>5- Timeliness &amp; Quality of Service</b>
Non-Compliance	0	0	0	0	0
Partial Compliance	0	1	0	0	2
Full Compliance	7	5	9	12	7
Compliance Plus	4	5	3	1	1

## **Section C: 12-month Review Report**

<b>Assessor name</b>	<b>Di Smith</b>	<b>Date of report</b>	<b>9/12/22</b>
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### **Context**

ng homes is the trading name of North Glasgow Housing Association who are a Registered Social Landlord managing around 6648 homes in the Springburn and Possilpark areas of North Glasgow. The Association is designated by Glasgow City Council as a Registered Social Landlord and in 2011 took on responsibility for a further tranche of properties through a Second Stage Stock Transfer. The Association started out in 1976 as Mansel St. Monance Housing Association. The Association operates within the areas of Springburn, Possilpark, Parkhouse and Balornock and provides housing to the North Glasgow community, housing advice, welfare benefits and budgeting advice, repairs and adaptations, a factoring service to owner occupiers within North Glasgow, a 24/7 concierge service, a handyperson service, and a range of community regeneration services built on the three pillars, physical, economic and social including a food distribution and furniture recycling service.

### **Summary**

ng homes (North Glasgow Housing Association) is an award-winning organisation and continues to meet the requirements of the Customer Service Excellence standard and has a high number of criteria where it is compliance plus. This high level of achievement has also been recognised with other external accreditations and awards including - Disability Confident Employer, Investors in People Gold Award, Investors in People We Invest in Wellbeing Award and Investors in Young People Gold Award. Other awards and recognition have included the Award for Environmental Excellence - Keep Scotland Beautiful, Herald and GenAnalytics – Diversity Awards, Police Scotland Youth Volunteer Award, Local Environmental Quality Award – ‘Outstanding Team’ in Local Environmental Quality and the TPAS Award for Best Practice for Involving All.

The Association is recognised as a place of best practice and was named as a finalist in the 2022 Chartered Institute of Housing (CIH) Scotland Awards in the ‘Net Zero in Housing’ category and the Association has also been shortlisted as a finalist for the Chartered Institute of Housing (CIH) UK Housing Awards for ‘Landlord of the Year’.

The Association has been host, to many high-profile guests, visiting to see first-hand the innovative projects and customer focussed services- visitors include Scotland’s First Minister and delegates to COP26.

Customer service is not something ng homes see as an add on their passion and care for their customers and community is palpable and culturally embedded.

### **Key Strengths**

The leadership at ng homes are totally committed to customer focussed service delivery and state that their mantra is ‘More than Housing’ – this is the reality of the culture at the Association.

You live up to the vision statement 'A community where people can flourish and prosper' and your mission of 'to provide quality homes and on-going community regeneration and empowerment' expresses your commitment to community.

You are revered for your community involvement and development work, over and above the Housing function and are working with partners and local groups to support community capacity building.

Innovative thinking and actions are benefitting customers, and a great example is the multi-storey flats heating project which is focused on achieving energy efficiency and reducing heating costs for tenants at a time when it is of great assistance.

You have an approach which makes things happen if customer service can be improved e.g., the introduction of in-house project team working alongside contractors to ensure customer needs are prioritised.

You see opportunities rather than problems. The required improvements to high rise have not just had the minimum, you chose to invest and future proof with added facilities such as Wi-Fi and sprinkler ready.

You encourage engagement and seek to develop customers e.g.; a Focus group member is now a Board member.

You acknowledge that some of your customers may be vulnerable and seek to better understand and support their needs with the development of the Vulnerable Persons Strategy

The wish for the success of your people and communities is at the heart of everything you do

### **Update Areas for Development 2022**

- Consider if the 6 weeks plus a follow up annual visit is appropriate for all tenants or if the visit cycle should be different for some incoming tenants who may require more support in sustaining a tenancy. This may be embraced as part of your person-centred approach. (1.2.3)
- You have reliable data on how much help Gemap has brought to customers with money advice and assistance on benefit entitlement and the like. Your Housing officers are also assisting customers, but this data is not captured and would be positive metric to evidence your success for customers. input as well as data (4.1.2)
- Consider if there are opportunities where customer satisfaction may be sought – over and above the regular and feedback opportunities- e.g. The multi-storey flats project captures a lot of data but there did not seem to be capture of baseline and post work satisfaction. (4.2.2)
- You have a newly established complaints procedure which is compliant with the Ombudsman procedure, and you log lessons learned and actions taken. Your approach to informal complaints, grumbles, requests for action and comments is less robust and you do not consistently record actions and close the loop. These 'gripes can hold golden nuggets of service improvement and have valuable lessons to be learned if outcomes and actions are recorded (4.3.4)

### **Changes in relation to the five criteria**

#### Criterion.1

You continue to seek a better understanding of your customers and are currently in the process of an in-depth survey of all customers.

Your engagement opportunities are always evolving. The business community breakfasts, and multi-agency meetings are good examples, as is the elevation of a focus group member to the Board.

#### Criterion.2.

There were many examples of the embedded culture of customers being at the heart of what you do at all levels of the organisation. The recognition by leaders of the needs and wellbeing of staff and their support to ensure they are best placed to serve customers well was observed.

The development of a Vulnerable person strategy is supporting delivery.

#### Criterion.3.

You have expanded your use of social media channels and continue to seek further improvements to accessibility e.g., on the website.

You now ask stakeholders about their understanding of your information provision as part of your comprehensive survey.

You use google analytics to better measure the number of 'clicks' and streamline accessibility.

You excel at partnership working and constantly develop ways to work with others e.g., the work with the entrepreneurs and local business.

#### Criterion.4.

You are meeting all your standards and key performance indicators with improvement in some areas.

You consult widely with customers in many ways over and above traditional methods – e.g., at community forums.

You have involved customers in the consultation on the rent increase and the renewal of the Tenants Handbook.

Staff have also been consulted on post pandemic service delivery and on the setting and reviewing of local standards.

You have adopted the SPSO complaints process and trained all staff.

#### Criterion.5.

You use customer journeys to and case studies to help share learning with internal customer and improves processes.

You have made some headway to identify benchmarking opportunities.

Others visit you to observe how you work and learn from good practice.

#### **Partial Compliance Elements**

<b>Element</b>	<b>Justification</b>
<b>2.1.4</b> We ensure that all customers and customer groups are treated fairly, and this is confirmed by feedback and the measurement of customer experience.	You have made good progress in trying to obtain feedback to capture qualitative and quantitative data. This is work in progress and remains a partial.
<b>5.3.1</b> We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	You have begun to introduce metrics to monitor your performance against your time of response with the introduction of the SPSO complaints process. This is good progress but remains a partial as this is not yet in place for other methods of communication.

<b>5.3.3</b> Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	There is some evidence of you comparing your performance against others but there is still scope for much wider benchmarking. You may wish to consider benchmarking both inside and outside your sector.
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### Compliance Plus Elements

Element	Justification
<b>1.1.2</b> We have developed customer insight about our customer groups to better understand their needs and preferences.	You continue to build on your detailed levels of customer insight about your customer groups and have a strong understanding of their needs and preferences. The newly devised survey is comprehensive and is aimed at 'knowing the customer' and this was evident at all levels of the organisation. Customers interviewed spoke of the way they were treated as individuals and valued and supported.
<b>1.1.3</b> We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.	You demonstrated that you have developed your services to meet the needs of hard-to-reach and disadvantaged groups and individuals. The case studies evidenced that way you 'go the extra mile' especially when people are in crisis. The creation of the Housing Integration Co-ordinator role shows the level of commitment to the Chinese residents, Afghan United and those seeking refuge. You have liaised with those facing change to support them through the challenging aspects of being decanted from their homes for essential work. The Assessor was able to confirm this with customers and staff at this assessment.
<b>1.2.1</b> We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.	You instinctively engage with customers, partners and stakeholders at every opportunity and continue to develop more ways to get to know your customer needs. A unique example is engaging with business in your community and creating a Business Improvement Area. You also use many social groups and activities to engage with tenants.
<b>1.3.5</b> We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	You provided many more examples of changes to your services from analysing customer journeys and making improvements. In particular, the teamwork and joined up working on the regeneration project is evidence of this - as constant 'tweaking' has been made to how things work to benefit customers. The introduction of the 24/7 Concierge scheme and the refurbishment of the garage parking have also improved customer experience.
<b>2.1.1</b> There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation	Leaders in the organisation showed how they have advocate for customers. During the assessment the CEO met with the assessor and his mantra of 'More than Housing' is not just a catchy soundbite. His passion for his customers and community was evident and was also expressed by others during the assessment. Despite these being possibly the most challenging times for housing - and the real message is shared with customers - the leadership remain solution focussed and committed to delivering the best services they

actively support this and advocate for customers.	can. They also take the case for social housing tenants to those who may influence future decisions and have a high profile in other places e.g., Scottish Government, the Chinese Consular General.
<b>2.1.2</b> We use customer insight to inform policy and strategy and to prioritise service improvement activity	You continue to use customer insight to inform policy and strategy and to prioritise service improvement activity. In particular, the use of case studies shared across teams enables a joined-up approach to informing policy and continuous improvement population. You were able to give many examples of this at the assessment.
<b>2.1.6</b> We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.	You empower and encourage employees to actively promote and participate in the customer focused culture of your organisation. Staff are customer focused and proactively take steps to improve services for their customers. There were many examples of practical support for customers in crisis. One housing officer took on seeking benefit advice for a customer to make sure it was actioned immediately as the situation was critical – the outcome was positive. These actions are recognised by peer nomination for ‘Going the Extra Mile’ awards.
<b>2.2.4</b> We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning	Customer-facing staffs’ insight and experience is incorporated into internal processes. You value the knowledge and input of staff, and this is evident in the way your ‘internal customers’ work across teams to make sure the best possible outcome for all customers. It is a joined-up one team approach.
<b>2.2.5</b> We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	Staff are empowered to go the extra mile and their efforts are recognised and celebrated. There is a peer nominated award for ‘Going the Extra Mile’. There is also a team approach to supporting one another if a challenging circumstance is being dealt with to aim to achieve the best for all.
<b>3.2.3</b> We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers.	You have worked to improve your information to meet the needs and preferences of customers. The communications report to Board sets out the many ongoing projects to ensure that this is a continual improvement to meet ever changing needs
<b>3.4.1</b> We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.	You have a strong commitment to working with community partners to deliver services that benefit your customers. The breadth and reach of your partnerships bring many benefits to your tenants and the wider North Glasgow community. Examples include the Business Improvement District, Community Breakfast sessions and the employability and community groups. The joined-up work with ng2 to provide support and furnishings to assist those in need is also a part of this as an internal partnership.



<p><b>3.4.3</b> We interact within wider communities, and we can demonstrate the ways in which we support those communities.</p>	<p>You support and interact with several groups and individuals to the benefit of the wider community. You lead and innovate with ideas of the community and are increasing community capacity. Your partnerships include local Churches, Community Groups, Minority Ethnic Groups, Schools, volunteers and furniture and food distribution organisations. The employability scheme is supporting people to reach their full potential as is the work with entrepreneurs – delivering dance and fashion shows.</p>
<p><b>4.2.4</b> We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.</p>	<p>You have developed and learned from best practice identified within and outside your organisation and publish your examples externally where appropriate. You are seen as a beacon of good practice and many organisations have come to you to learn from you. The regeneration project is showing the way for many and was praised by Scotland's First Minister on a recent visit.</p>
<p><b>5.2.2</b> We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.</p>	<p>You identify individual customer needs at the first point of contact and ensure that an appropriate person who can address the reason for contact deals with the customer. Customers met during the assessment described the bespoke service they had received with joined-up services meeting their very specific needs. It is evident that there is not a one size fits all approach.</p>

## Section D: 24-month Review Report

Assessor name	Di Smith	Date of report	22/11/23
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### Update Areas for Development 2022

- Consider if the 6 weeks plus a follow up annual visit is appropriate for all tenants or if the visit cycle should be different for some incoming tenants who may require more support in sustaining a tenancy. This may be embraced as part of your person-centred approach. (1.2.3) **(Remains)**  
You have made good progress at looking at how to improve contact and help in tenancy sustaining but this is work in progress so remains as an area for development.
- You have reliable data on how much help Gemap has brought to customers with money advice and assistance on benefit entitlement and the like. Your Housing officers are also assisting customers, but this data is not captured and would be positive metric to evidence your success for customers. input as well as data (4.1.2) (Cleared)  
The benefits of the practical and financial help being given to tenants and members of the community are now being captured on a spreadsheet and can be evidenced.
- Consider if there are opportunities where customer satisfaction may be sought – over and above the regular and feedback opportunities- e.g. The Multistorey flats project captures a lot of data but there did not seem to be capture of baseline and post work satisfaction. (4.2.2) (cleared)  
You now engage with customers to assess their baseline satisfaction at the start of projects and then with a post completion satisfaction rating .
- You have a newly established complaints procedure which is compliant with the ombudsman procedure, and you log lessons learned and actions taken. Your approach to informal complaints, grumbles, requests for action and comments is less robust and you do not consistently record actions and close the loop. These ‘gripes can hold golden nuggets of service improvement and have valuable lessons to be learned if outcomes and actions are recorded (4.3.4) **(Remains)**  
You have made some progress on this with the imminent switch to Netcall.

### Areas for Development 2023

- You aim to complete annual visits with all tenants. You may wish to consider prioritising the ‘thin file tenants’ who rarely contact you to achieve maximum reach. (1.2.3)
- You may wish to consider offering the ‘Mental fitness course’ which has been highly praised by external customers, to your internal customers. (2.2.1)
- You may wish to review the process and requirement to record Diary notes is being consistently followed by all. This mindset of recording will be imperative to the success of the new system will all relevant issues captured in one place to enable access to information. (3.2.1)
- Your survey is incentivised and publicised. You may wish to consider the inclusion of the QR channel on the display posters to increase opportunity for returns. (3.2.3)
- You may wish to consider if your metrics are capturing all your ‘green’ initiatives such as the recycling of ‘dumped ‘tyres; avoidance of landfill etc. (4.2.2)
- In discussion with team members there appears to be a lack of consistency of capture of informal complaints and sharing and learning between teams on dips in performance and trends. You may wish to review practices in the various teams to improve shared learning and therefore benefits to customers and continuous improvement. (4.3.1)

## Changes in relation to the five criteria

**Customer Quote** - 'ng homes are wonderful - understanding, prompt and timely.'

### Criterion 1

- You are investing in a new CRM with the procurement of Netcall
- The Factor owner's engagement has delivered an improvement of Customer satisfaction from 70 % up now to 90%
- You are prioritising the 'Getting to Know You 'survey responses.
- You continue to achieve high satisfaction levels.

### Criterion 2

- Leadership have embarked on a series of restructure to support needs of staff
- You have developed learning from serious incidents and are now future proofing the service
- Lone working has been reviewed and included staff consultation
- You have embraced a zero-tolerance approach to violent behaviour
- You have a robust Vulnerable people policy to protect staff and to support the needs of customers
- You off 'Simply Health' and are developing Abbeyfield for staff wellbeing hub.

### Criterion 3

- You have embraced working with other e.g., the Wise Group to make referrals as appropriate for support
- You have developed activities to support the cost-of-living crisis with initiatives such Friday takeaway- free food for those who are struggling.
- You use generic emails to make sure customers enquiries are dealt with promptly
- You have supported wider community members with the offer of the Mental fitness course

### Criterion 4

- The benefits of the practical and financial help being given to tenants and members of the community are now being captured on a spreadsheet and can be evidenced.
- You have measures for social value.
- You now engage with customers at the start of projects and then complete a post completion satisfaction survey to evidence benefits.
- You have changed policy and procedure based on learning – including from serious incidents.

### Criterion 5

- There is more evidence of benchmarking with similar organisations including the Scottish Housing network
- You are a key player in the Essential Connections network
- You are performing well against others and meet the needs of your regulator.

## Partial Compliance Elements

Updates from this assessment in purple

Element	Justification
<b>2.1.4</b> We ensure that all customers and customer groups are treated fairly, and this is confirmed by feedback and the measurement of customer experience.	<p>You have made good progress in trying to obtain feedback to capture qualitative and quantitative data. This is work in progress and remains a partial.</p> <p>Good progress has been made against this partial with introduction of the independent “Getting to Know You” survey. It is too early to evaluate the results of this action.</p> <p>This remains a partial compliance.</p>
<b>5.3.1</b> We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.	<p>You have begun to introduce metrics to monitor your performance against your time of response with the introduction of the SPSO complaints process. This is good progress but remains a partial as this is yet in place for other methods of communication.</p> <p>There is good progress to address this as you move towards the implementation of Netcall as you CRM which will bring together all customer contacts and have good reporting functionality.</p> <p>This remains a partial compliance.</p>
<b>5.3.3</b> Our performance in relation to timeliness and quality of service compares well with that of similar organisations.	<p>There is some evidence of you comparing your performance against others but there is still scope for much wider benchmarking. You may wish to consider benchmarking both inside and outside your sector.</p> <p>There is good progress on benchmarking with similar organisations but there is more scope for you to benchmark with other sectors and compare your performance.</p> <p>This remains a partial compliance.</p>

## Compliance Plus Elements

Element	Justification
<p><b>1.1.2</b> We have developed customer insight about our customer groups to better understand their needs and preferences.</p>	<p>You continue have a strong understanding of your customer needs and preferences. The Customers interviewed said they are treated with respect and kindness. They described feeling that you genuinely wanted to understand things from their perspective and were non-judgemental.</p> <p>Examples of further evidence of capturing and seeking insight include:</p> <ul style="list-style-type: none"> <li>• Comprehensive 'Getting to Know You' survey has been sent out to all tenants.</li> <li>• At tenancy sign -up meetings.</li> <li>• Community Information and Advice Open Days – working with partners and open to all.</li> <li>• Social Media Platforms.</li> <li>• North News - tenant newsletter.</li> <li>• Multi-Storey Flats - Tenants Feedback Surveys.</li> </ul> <p>This remains compliance plus.</p>
<p><b>1.1.3</b> We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.</p>	<p>You continue to develop your services to meet the needs of hard-to-reach and disadvantaged groups and individuals. There were further examples of colleagues who 'go the extra mile' when people and communities are in crisis.</p> <p>Examples include</p> <ul style="list-style-type: none"> <li>• Capture of Vulnerable People indicators on housing system to inform the team.</li> <li>• Regular analysis of survey results for action points and response.</li> <li>• The appointment of a Housing Integration Officer- to assist those tenants who need extra support.</li> <li>• The collation of examples of where people have been assisted with the practical support they need – evidence Spreadsheet showing Vouchers / assistance etc. (observed)</li> <li>• The Ukrainian Project underway – working in partnership with the Scottish Government and Glasgow City Council to repurpose properties to accommodate people in crisis - Ukrainian people displaced by the war.</li> </ul> <p>This remains compliance plus.</p>
<p><b>1.2.1</b> We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.</p>	<p>Engagement with customers, partners and stakeholders has continued to grow building further on the initiatives such as the Business Improvement area.</p> <p>You have many social groups and activities to engage with tenants and members of the community.</p> <ul style="list-style-type: none"> <li>• Proposal for one of your office facilities in Possilpark to become an Entrepreneurial Centre – creating a local business hub.</li> <li>• Community Networking Breakfasts</li> <li>• Taking part in local Gala Days – with local elected members present (MSP's and Councillors).</li> <li>• Developing the Young Workforce Career Days – (the pupils are residents, and they could be future tenants, staff or Board members).</li> <li>• Work Aware Sessions.</li> <li>• Expansion of social media channels and Noth News and our Website – using a variety of media to suit different preferences</li> <li>• The engagement with Factor owners through the new Factor Forum</li> </ul> <p>This remains compliance plus.</p>

<p><b>1.3.5</b> We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.</p>	<p>You made many more positive changes to your services from analysing customer journeys. For example</p> <ul style="list-style-type: none"> <li>• The Regeneration service now being delivered from under the umbrella of Housing Services – more integrated approach – to reinforce the joined-up working and partnership.</li> <li>• Multi-Storey Flats Heating Project – more energy efficient homes and cost savings for tenants alongside carbon reduction. The baseline data on health monitoring was carried out in the homes through Easy Heat electronic monitoring pre project and this enables you to compare data and evidence improvements in living conditions and the positive impact on the tenant’s health.</li> <li>• You continue to broaden the Food distribution and Furniture recycling initiatives.</li> </ul> <p>This remains compliance plus.</p>
<p><b>2.1.1</b> There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.</p>	<p>Leaders in the organisation continue to advocate for customers. The leadership remain solution focussed and committed to delivering the best services they can. They also apply this to internal customers too. Example s include:</p> <ul style="list-style-type: none"> <li>• Staff Strategy Days and Board Business Planning Days containing key messages reinforcing the organisational Values and the commitment to the customer at the heart of the business.</li> <li>• Creating a culture which has “leaders at all levels” in the business -staff are taking this on board and are excellent advocates for customers. <ul style="list-style-type: none"> <li>○ Housing Officers making decisions and taking action to support vulnerable tenants</li> <li>○ Regeneration staff making decisions and taking appropriate action.</li> </ul> </li> <li>• Restructuring in Property Services and being considered for other services – to deliver efficient, effective services meeting customers’ needs.</li> <li>• The emphasis on staff Wellbeing including the Abbeyfield hub.</li> </ul> <p>This remains compliance plus.</p>
<p><b>2.1.2</b> We use customer insight to inform policy and strategy and to prioritise service improvement activity</p>	<p>You further evidenced the use of customer insight to inform policy and strategy and to prioritise service improvement activity. Examples include.</p> <ul style="list-style-type: none"> <li>• Netcall System – a new effective Customer Relationship Management System.</li> <li>• Restructure in Property Services to make sure the right resource is available at the right time in the right place to meet the needs of customers.</li> <li>• Restructure in Housing Services and Concierge Service will support continuous improvement in service delivery.</li> <li>• Communication Strategy incorporating a digital connectivity strategy for tenants and residents i.e., it will be addressing internal and external communications.</li> <li>• The development of new Policies e.g., Damp and Mould where tenants are involved in the process.</li> </ul> <p>This remains compliance plus.</p>
<p><b>2.1.6</b> We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.</p>	<p>Staff are encouraged to actively promote and participate in the customer focused culture of your organisation. Further evidence included:</p> <ul style="list-style-type: none"> <li>• Actions are recognised by peer nomination for ‘Going the Extra Mile awards’</li> <li>• Regular Staff Team Meetings- shared experiences.</li> <li>• Quarterly Staff Check-in process- 1-1 including wellbeing.</li> <li>• Staff Strategy Days.</li> <li>• Staff Engagement Forum.</li> <li>• Staff Wellbeing Group.</li> </ul>

	<ul style="list-style-type: none"> <li>Reinforcing the Organisational Values.</li> </ul> <p>This remains compliance plus.</p>
<b>2.2.4</b> We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning	<p>You continue to include Customer-facing staffs' insight and experience is into internal processes. You value the knowledge and input of staff, and this is evident in the way your 'internal customers' work across teams to make sure the best possible outcome for all customers. As above.</p> <ul style="list-style-type: none"> <li>Quarterly Staff Check-in process- enables capture of staff ideas.</li> <li>Staff Strategy Days- inclusive policy development.</li> <li>The move of Regeneration into the umbrella of Housing Services.</li> </ul> <p>This remains compliance plus.</p>
<b>2.2.5</b> We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.	<p>Staff go the extra mile, and their efforts are recognised and celebrated with the now established 'Going the Extra Mile' award. Team playing is evident in the drive to achieve the best for all.</p> <ul style="list-style-type: none"> <li>Staff 'Check-in' process includes recognition.</li> <li>Staff Wellbeing group - looking at the various aspects of the organisation approach.</li> <li>Examples of different departments working in unison "Team ng" to deal with recent incidents (serious) and emergency situations (examples of this were observed during the assessment but are sensitive and detail would not be appropriate in the report).</li> <li>Review of Lone working policy and staff safety equipment immediately in response to incidents</li> <li>Teamworking with external agencies to resolve issues and support customers and staff.</li> </ul> <p>This remains compliance plus.</p>
<b>3.2.3</b> We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers.	<p>The information you provide meets the needs and preferences of customers and you continually improve and develop communication methods.</p> <ul style="list-style-type: none"> <li>North News is now a biannual newsletter.</li> <li>ng homes website is regularly reviewed for content and functionality and benchmarked against others.</li> <li>Social Media- well monitored and appropriate platforms.</li> <li>Communications Champions are in place across the staff team.</li> <li>Engagement with tenants and other customers about communication preferences</li> <li>You share complaints and compliments widely in North News and on our website.</li> </ul> <p>This remains compliance plus.</p>
<b>3.4.1</b> We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable	<p>Your commitment to working with community partners continues to go from strength to strength. The diversity and reach of your partnerships continue to bring many benefits to your tenants and the wider North Glasgow community.</p> <p>New initiatives include</p> <ul style="list-style-type: none"> <li>Food and fuel support to tenants and residents</li> <li>New partnerships – e.g., Men's Shed.</li> <li>Proactively seeking opportunities.</li> </ul>

benefits for our customers.	This remains compliance plus.
<b>3.4.3</b> We interact within wider communities, and we can demonstrate the ways in which we support those communities.	<p>You continue to support and interact with many groups and individuals to the benefit of the wider community. You are innovative with projects for your community delivering social value and increased community capacity.</p> <p>This remains compliance plus.</p>
<b>4.2.4</b> We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.	<p>You network with many organisations in your sector continuing to learn and share best practice. You are revered by many organisations, and they continue to come to you to learn from you.</p> <p>This remains compliance plus.</p>
<b>5.2.2</b> We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.	<p>You continue to identify individual customer needs at the first point of contact and ensure that an appropriate person who can address the reason for contact deals with the customer. Customers interviewed during the assessment described the bespoke service they had received with joined-up services meeting their very specific needs. Of note are -</p> <ul style="list-style-type: none"> <li>• Tenancy sign-up meetings.</li> <li>• Initial enquiries received through the Call Centre triaged and passed on to appropriate department/team as required.</li> </ul> <p>This remains compliance plus.</p>

### **Use of *Customer Service Excellence* logos**

You publicise your Customer Service Excellence status using the CSE hallmark on publications, website, letters, job advertisements and on your mobile App

<b>Provisional date for recertification visit</b>	<b>1<sup>st</sup> November 2024</b>
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## Section E: Notes

### Section A

#### *Definitions*

The 57 elements in the CSE Standard can achieve one of four scores. These scores are defined below.

**NON-COMPLIANCE:** Your organisation/division/team has limited or no evidence of compliance, or what evidence you do have refers to only a small part of your organisation/division/team.

**PARTIAL COMPLIANCE:** Your organisation/division/team has some evidence that demonstrates compliance against the element but there are gaps.

**FULL COMPLIANCE:** Your organisation has good evidence that demonstrates that you comply fully with the requirements of the element. The evidence reflects that compliance is consistent across your organisation/division/team.

**COMPLIANCE PLUS:** Your organisation/division/team has shown that it has exceeded the requirements of the Standard against an element, demonstrated exceptional practice, or can be used as an exemplar for others within or beyond your sector.

To achieve *Customer Service Excellence* certification, an organisation/division/team:

- must not have any non-compliance scores;
- must have demonstrated compliance with 46 out of 57 elements in the Standard, within acceptable tolerances across the five criteria.

The maximum number of partial compliances allowed within each criterion is shown in the table below.

Criterion	1	2	3	4	5	Total
Number of elements in the criterion	11	11	12	13	10	57
Maximum number of partial compliances allowed	2	2	2	3	2	11

### Section B

The scope of the assessment is to establish whether or not your organisation/division/team meets the requirements of the *Customer Service Excellence* Standard. Your report is based exclusively on factors which have been used to inform the assessor's recommendation about your certification to the scheme.

### Section C

To maintain certification to the *Customer Service Excellence* Standard, your assessor is required to undertake annual review visits following your initial certification. The first review visit should be approximately 12-months after your initial certification.

The main focus for review visits will be to ensure that you remain compliant with the *Customer Service Excellence* Standard, to discuss changes that have occurred over the past year, and to explore your response to development points/partial compliances raised at the previous visit.

Prior to your first annual review visit, your assessor will send you an assessment plan which will cover the following activities:

- talking to customers, staff and other stakeholders to obtain views on changes to the service
- observing the service in action (if appropriate)
- checking the correct use of the CSE logo

- reviewing development points, Partial Compliances and Compliance Plus scores.

They may also ask you to submit documentation which they will review before the 'on-site' phase of the assessment but a formal document review only takes place at initial/recertification assessments.

At the end of your 12-month review visit, the assessor will agree a provisional date for your 24-month review visit.

## **Section D**

Please see the above notes for what to expect for your 24-month review visit.

At the end of this visit, your assessor will look at provisional dates for your recertification assessment.

CSE Assessment Report  
Revision 16 – 24<sup>th</sup> May, 2021