



Customer Service Excellence

Assessment Report

Name of Organisation
24/4065 ng homes

**CUSTOMER
SERVICE
EXCELLENCE**



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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.

Client Information

Initial/Three Year Assessment	
Main Address / Additional sites	Ned Donaldson House 50 Reidhouse Street Springburn Glasgow Lanarkshire G21 4LS
Project Number	23/4094
Assessor	Di Smith
Date Of Assessment	30/10/24
Total Days	2.75
Provisional Next Date	October 2025

12 Month Review	
Main Address / Additional sites	Ned Donaldson House 50 Reidhouse Street Springburn Glasgow Lanarkshire G21 4LS
Project Number	24/4065
Assessor	Di Smith
Date Of Assessment	25/11/25
Total Days	
Provisional Next Date	October 2026

24 Month Review	
Main Address / Additional sites	
Project Number	
Assessor	
Date Of Assessment	
Total Days	
Provisional Next Date	

Section A: Scoring by Criterion

Initial Assessment

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

12-month Review

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

24-month Review

	1 – Customer insight	2- Culture of the organisation	3 – Information and Access	4- Delivery	5- Timeliness & Quality of Service
Non-Compliance					
Partial Compliance					
Full Compliance					
Compliance Plus					

Section B: Initial Assessment Report

Date of report	31/10/24
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Please note that areas in purple are updates at annual review from the recertification assessment

Context

ng homes is the trading name of North Glasgow Housing Association, a Registered Social Landlord and registered Charity in North Glasgow. ng homes was established in 1976 as a community-controlled housing association, originally formed to protect and improve sub-standard Victorian sandstone tenements in Springburn. The Association has built a strong reputation for serving people and its communities for over 40 years. During this time, it has grown and developed into a well-respected organisation that makes a positive difference to the lives of people in North Glasgow and now provides around 5,500 units for social rent, together with properties for mid-market rent and shared-ownership within the areas of Springburn, Possilpark, Parkhouse and Balornock. The Association also provides factoring services to more than 1200 owner-occupied homes and operates a 24/7 concierge service, a handyperson service and community development initiatives. In addition to providing these vital services, the Association works closely with partner organisations to support its customers with specialist advice and assistance on a wide range of matters including housing advice, health and wellbeing, and financial matters such as welfare benefits and budgeting.

Summary

ng homes (North Glasgow Housing Association) is an award-winning organisation and has held the Customer Service Excellence standard for many years. It has a high number of criteria where it is compliance plus against the standard and has added yet another at this recertification. This is an impressive achievement, and it is of note that they sustain such high standards of excellence for their customers.

This high level of achievement has also been recognised with other external accreditations and awards including – The Armed Forces Covenant Gold award, 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. It has been named as a finalist at the 2024 Chartered Institute of Housing (CIH) Scotland Awards in the category: Working in partnership for its project; Cycling North: A pathway to Active Travel. The Association was also a finalist in the 2022 Chartered Institute of Housing (CIH) Scotland Awards in the ‘Net Zero in Housing’ category and the Association has previously been a finalist at 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 focused services- visitors include Scotland’s First Minister and delegates to COP26.

Customer service is not something ng homes see as an ‘extra’ their passion and care for their

customers and community is part of their DNA

Key Strengths

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

You continue to 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.

Your community involvement and development work is outstanding- it is over and above the Housing function and you build and sustain key partnerships and empower local groups to support the building of community capacity.

You innovate and act on your ideas and always take challenges full on.

You have a can-do attitude to improving customer service and customer experience.

You see opportunities rather than problems. The improvements to the high rise seen investment to future proof with added facilities. The engagement and communication were thorough and has built lasting connections and commitment from customers.

You understand that every customer is unique and are especially mindful of potential vulnerabilities (Vulnerable Persons Strategy)

You want success for your people and communities and achieve the best outcomes both individually and via your successful partnerships.

QUOTE- One witness interviewed in a professional capacity volunteered this quote ' I work with ng as a partner but I am a tenant of another landlord. What I see everyday makes me wish I was a tenant of ng – they are totally customer focused.'

Update 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)
This has been considered
- 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)
The changes to teams will consider this
- 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)
This has been considered
- 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)
The new IT system will fully address these issues
- 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)
Returns have been high
- 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)

Considered- metrics will be employed where appropriate

- 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)

You have a system for sharing learning from complaints

- 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)

You have good learning from complaints now.

Opportunities for Improvement recert 2024

- You may wish to consider further specific training for staff on 'bespoke issues' e.g. Mental health training for staff to support dealing with the increase in incidence in the community. Consideration of reflective practice training to support cultural shift to scoping acceptable behaviour to be tolerated by staff 2.2.1

As an important part of the restructure mandatory training on many issues has been introduced including, customer stability and mental health training. This is via an accessible e-learning suite.

This is cleared

- You may wish to consider how best to revive some of the residents and focus groups and if there is an opportunity for LGBTQ representative groups 1.2.3

You have launched a full review of the Tenant Participation Strategy, as it has come to the end of its life span. Consideration of new and representative groups will be part of this review.

This is cleared

- You do have many metrics for the work you do which are both quantitative and qualitative. However, as the partnerships grow you may wish to develop metrics which capture the 'holistic' outcomes across the piece. This could be impact assessment – in collaboration with partners – there may be some very powerful evidence there.4.2.2

You have developed some powerful 'stories'/ case studies of the great work you do in collaboration with others. E.g. the debt advice and benefits assistance with GEMAP and capture the data on money claimed for your tenants.

This is cleared

Changes in relation to the five criteria

Criterion 1

- You have made a major investment in IT software and platforms to improve insight.
- The 'Getting to Know You' survey is delivering excellent data.
- You continue to achieve high satisfaction levels.
- You have developed resident Improvement Groups terms of reference.
- You have completed the Landlord Report Consultation

Criterion 2

- Leadership have continued to review and restructure to support needs of staff and customers.
- Staff Strategy days allow for staff to be part of the strategic direction of the association.
- CEO and senior managers are 'visible and accessible'.
- You have enhanced your GDPR and information security by rolling out Cyber security Training.

Criterion 3

- You have introduced a new staff intranet
- The CEO delivers his message in a variety of ways; Directorate meetings where messages can be passed down via managers in each team, staff strategy days, monthly drop in sessions, via the staff internal newsletter, staff intranet and one to one conversations.
- The role of Communications Officer ensures consistently high standards of communications at all channels.
- You inform customers about and engage in to the Glasgow Loves Local Vouchers scheme – these vouchers are in line with Scottish Governments 'Cash First Approach' and ensures a dignified approach is taken to those in need.

Criterion 4

- Our Key Performance Indicators (KPIs) meet the national and statutory requirements of the Scottish Housing Charter and the regulatory requirements of the Scottish Housing Regulator.
- You have measures for social value.
- ng homes has a 'lessons learned' approach to monitoring our performance
- Housing Services staff attend the Essential Connections Forums quarterly for the North East and North West of Glasgow. The forum enables community partners to share their local updates on services and local initiatives.
- Benchmarking is also carried out using the tool on the Scottish Housing Regulator site to look at other RSLs

Criterion 5

- You continue to benchmark with other RSLs including the Scottish Housing network
- You now have Compliance Dashboards
- The new phone system is reducing wait times.
- You have established the Resident Improvement Group Terms of reference.
- You are performing well against others and meet the needs of your regulator.

Partial Compliance Elements

Element	Justification
<p>2.1.4 We ensure that all customers and customer groups are treated fairly, and this is confirmed by feedback and the measurement of customer experience.</p>	<p>You continue to progress with your investment in IT which will transform feedback capture of both qualitative and quantitative data. This is work in progress and remains a partial. The “Getting to Know You” survey is in place and delivering better data and the Association is looking at ways to achieve a higher response rate. The IT systems are not fully in place yet.</p> <p>Update at 2025 Annual Review</p> <p>The IT roll out is making good progress with the implementation of HomeMaster integrated housing management system in October 2025 and the use of CX-Feedback for effective two-way communications.</p> <p>This remains a partial compliance.</p>
<p>5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.</p>	<p>You have made good progress in addressing this as you move towards the implementation of Netcall as your CRM, which will bring together all customer contacts and have good reporting functionality.</p> <p>Update at 2025 Annual Review</p> <p>In line with the new systems above good progress has been made but Netcall is no longer the CRM of choice. The procurement of HomeMaster is now the system to pull together all information one system. It will be exciting to see how this progresses in the next year as the functionality is rolled out and up to speed.</p> <p>This remains a partial compliance.</p>
<p>CLEARED .5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.</p>	<p>You have made great progress on benchmarking and have also been nominated for many awards and achieved greater accreditation. (See new Compliance plus)</p> <p>This partial compliance is cleared</p>

Compliance Plus Elements

Element	Justification
<p>1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.</p>	<p>You continue to have a strong understanding of your customer needs and preferences. Further evidence of capturing and seeking insight includes:</p> <ul style="list-style-type: none"> • Results of the 'Getting to Know You' survey available for tenants to complete on your website. • The settling in visit for new tenants, which allows staff to identify specific support needs and enables them to link in with or signpost tenants to other services e.g. financial assistance. • You are a 'No Wrong Door' partner. No Wrong Door is a workstream of Glasgow City Councils Child Poverty Pathfinder. Being a No Wrong Door Partner means making a commitment to actively participate in the redesign of services across the third sector, public sector and housing sector to allow our customers reach the supports they need to truly thrive. <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • You are completing a whole review of the Tenant Participation Strategy. This is being completed with the engagement of TPAS Scotland and is fully drawing on insight and further consultation with Tenants. • The CX- Feedback system has delivered much further insight for you into customers. • The switch to HomeMaster will enable better understanding of the whole tenant relationship – all in one place. <p>This remains compliance plus.</p>
<p>1.1.3 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 identify the needs of hard-to-reach and disadvantaged groups and individuals. Further examples include</p> <ul style="list-style-type: none"> • Community information days, including one recently specifically for Ukrainian families. • Mandarin translator (ng Officer) who works with the Chinese community • Work with local groups to identify tenants in need, <ul style="list-style-type: none"> - Work with the local Doctor's Surgery on mental health initiatives –' I Lead and Flourish'. - the Baby Food Bank and Local Schools. - the Pollok Credit Union project- teaching school children about saving. - We are supporting an initiative with our local Doctor's Surgery for men and women with mental health issues, the projects are called I Lead and Flourish. - Housing Officers also work closely with their tenants to identify tenants who require assistance if they are in fuel poverty or vulnerable. - Training staff -the Human Rights and Poverty Alleviation Training and Neurodiverse Training - The Armed Forces Covenant – Gold award <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • Further development of the Ukraine Tenant Groups into 3 separate groups. • The engagement of wider tenants and neighbourhoods with TPAS • Engagement with more schools and community groups • The expansion of the cycle scheme

	<p>This remains compliance plus.</p>
<p>1.2.1 We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.</p>	<p>The commitment to state of IT with CX- Feedback platform is strong evidence of how you continue to see this as a crucial part of how you work.</p> <p>It will assist you with:</p> <ul style="list-style-type: none"> - gathering satisfaction in live time. - scrutiny of your performance information (for instance ARC indicators) - consultation and community activities - interrogating feedback to drive continuous improvement - Compliance on health and safety and regulation. <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • You have expanded the use of CX-Feedback further • You have also had more engagement with internal customers over the restructure and future shape of the organisation – Workshops and Board Strategy Event/Conference. <p>This remains compliance plus.</p>
<p>1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.</p>	<p>You use the analysis of customer experience and customer journeys all the time.</p> <p>Further examples at this assessment included</p> <ul style="list-style-type: none"> • The major investment in Technology and Service Delivery circa £300 - £400k to include- <ul style="list-style-type: none"> ○ Netcall (Liberty / Converse) ○ Omni Channel Call handling platform. (Integrated with housing systems) • A New Housing System- cloud based • Restructure of Housing and community teams • Concierge Service – 24/7 – dedicated manager in place – Health and safety focus. • Signposting customers to support from GEMAP (cost of living) • Power BI Compliance Dashboards interrogated to improve customer journey • new phone system – easier to get calls to the correct teams – right first time. <p>Update at 2025 Annual Review</p> <p>The use of customer journeys and understanding the customer experience of both internal and external customers is part of your DNA.</p> <p>The whole restructure and review of housing ‘patches’ has been developed considering all angles of the ‘customer journeys’.</p> <p>This remains compliance plus.</p>
<p>2.1.1 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>Your Leaders live and breathe the Corporate Vision and values- having the customer and the community at the heart of decision making. Leaders advocate for tenants and residents at every opportunity including at Board meetings and Committee meetings and Board and Staff Strategy Days.</p> <p>You develop policies to support community investment e.g. Employability Strategy</p> <p>At the 2024 AGM 3 new Community Board members -local people and customers are at the heart of the business and this supports Tenant Voice</p> <p>Staff are valued and supported by working practices including the flexibility of hybrid working and good terms and conditions. (evidenced by the ‘We Invest in Wellbeing’ Gold accreditation through Investors in People)</p>

	<p>Update at 2025 Annual Review</p> <p>The Board extended their usual strategy away day to a 2.5-day residential Strategy and Training event. It included looking at all customer services and the vision is always to have customers at the heart of what ng do.</p> <p>Leaders support ideas and initiatives which benefit their people e.g. TPAS partnership and GEMAP and other community projects.</p> <p>The Leaders have facilitated the new restructuring to incorporate staff ideas.</p> <p>This remains compliance plus.</p>
<p>2.1.2 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 service improvement activity. The major investment in technology will support all aspects of customer service. CEO’s message “Give staff the technology tools to do their jobs as efficiently and effectively as possible”</p> <p>This will:</p> <ul style="list-style-type: none"> • Enhance the quality of existing service delivery to customers • Expand the range of services we offer to our customers- based on what you know about customers • support compliance management • better capture ‘the Tenants Voice’ <p>Your commitment to the Armed Forces Covenant and veterans is also based on customer insight.</p> <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • The Board residential taking account of how best to ‘hear’ the tenants’ voice’ • The emphasis on CX-Feedback <p>This remains compliance plus.</p>
<p>2.1.6 We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.</p>	<p>The customer-focused culture is reinforced through the Association’s values and the Staff Code of Conduct. The values are restated at every opportunity including through staff induction, team meetings, staff strategy days and the Staff Check-in process. Staff check-ins are held quarterly and have replaced the annual appraisal system. The headline points are - health and wellbeing, key priorities, performance review, learning and development and looking ahead to the next quarter. The guide is very informative.</p> <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • The delivery of a suite of e-learning training to address training requests to be able to meet customer needs and demand • You consulted with staff on the Go1 training platform to assess the functionality and ease of use. Following positive feedback this Go1 platform is now in place and offers full admin and reporting capabilities. It includes mandatory training in specific areas e.g. Customer services and Mental Health awareness and much more. <p>This remains compliance plus.</p>

<p>2.2.4 We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning</p>	<p>Customer-facing staff's knowledge and insight is valued and captured to drive improvements. Insight is captured through Team Meetings and staff check ins. The staff strategy days are used to discuss how services can be improved for the benefit of tenants and staff.</p> <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • Changes to areas / housing patches – evaluated alongside customer insight and workflow data. • The shift to the Go1 training suite. <p>This remains compliance plus.</p>
<p>2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.</p>	<p>Team playing is evident in the drive to achieve the best for all and staff actions are recognised. Board members, CEO and senior managers, champion the drive for customer focus and customer service excellence.</p> <ul style="list-style-type: none"> - The Investors in People review noted “Senior managers embody the core values, and staff really do believe in the values and the importance of integrity, trust, and particularly putting the tenants first.” - The staff recognition process- Going the Extra Mile Award-recognises these staff achievements. - The new staff intranet allows peers to complement one another for going above and beyond in their role. - Management supported a staff health in March 2024 to provide a health check and information on Health Working Lives <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • You continue to retain the Investors in People Gold Standard • The extra mile approach is rewarded and celebrated. This was evidenced by a testimony from a complex case where the outcome for the customer was attributable to the compassion and support of the housing officer. The understanding and empathy shown to achieve a permanent move rather than decant was exemplary. <p>This remains compliance plus.</p>
<p>3.2.3 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>	<p>Further evidence on your approach to continuous improvement of communications was observed at this assessment. This included-</p> <ul style="list-style-type: none"> • Having a Communications Officer in post and to deliver first class communications. • Offering customers choice on communication channel preference including face to face. • Tenants Newsletter (North News) and the Landlord report which are all also available electronically. <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • The switch to HomeMaster housing system enables customers to access My Portal. This will revolutionise customers access to information. • The engagement of TPAS Scotland to work with tenants • The use of CX-Feedback to deliver targeted and bespoke communications. <p>This remains compliance plus.</p>

3.4.1 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 truly excel at developing strong and meaningful partnerships to the benefit of those you seek to serve. The diversity and reach of your partnerships continue to bring many benefits to your tenants and the wider North Glasgow community.

New evidence included

- Your focus on the three pillars of regeneration: social, economic and physical. To support your vision is “A community where people can flourish and prosper
- Thew Saracens Street Scottish Towns BID project
- New and existing partnership with a wide range of community groups, charities and local and national agencies.
- The breadth of projects is laudable and includes Community, Education Higher education, Health, Employability, Intergenerational programmes
- The setting up of the Intra-group agreement, approved in August 2024. Service level agreements with ng2 are in place.
- Ukrainian resettlement Project working with Scottish Government with local employment opportunities
- Your partnership with Scottish Power
- Work with the Celtic Foundation

Update at 2025 Annual Review

You continue to build on existing partnerships and develop new partnerships. For example the GEMAP relationship has been in place for many years but you continually enhance it and work with them to make it the best it can be for your customers. Having their staff on site is good practice as the relationship with staff, tenants and GEMAP is strengthened.

Your partnership with Insite Specialist Services on the real issues affecting households with damp and mould has resulted in achieving the ‘Excellence in Housing Innovation Award’ at the 2025 Chartered Institute of Housing Scotland Housing Awards (November 2025).

ng homes is also embarking on a bold, UK-first commitment to transform its entire housing stock through the use of real time technology, proactive damp and mould prevention, and targeted support for households facing fuel poverty. This is made possible through the support of Glasgow City Region and delivered in partnership with Scottish technology provider iOpt, this initiative is the first full-scale deployment of its kind within social housing in the UK. This is a “Tenant-First” commitment with the Association moving decisively beyond reactive repairs and complaints based responses towards identifying and resolving issues before they impact tenants.

This remains compliance plus.

3.4.3 We interact within wider communities, and we can demonstrate the ways in which we support those communities.

You support and interact with your community and wider. You continue to deliver social value and increase community capacity over and above any reasonable expectation.

The evidence at this assessment was overwhelming but some key points of note include

- Ng being viewed as an ‘Anchor Organisation’ within North Glasgow.
- the Associations support for the Scottish Government Ukrainian Resettlement Plan
- attracting external project funding and delivering services and activities in the heart of the North Glasgow community.
- health and wellbeing initiatives -award winning
- being nominated in the Scottish Transport Awards (STA), for the Excellence in Walking, Public Realm and Cycling.
- The Ernst & Young, EY Foundation employability work and award nominations.

	<ul style="list-style-type: none"> • community health and wellbeing initiatives and now being shortlisted for Chartered Institute of Housing Awards for ‘Cycling North: A pathway to Active Travel.’ • All aspects of the community cycling projects. <p>Update at 2025 Annual Review</p> <ul style="list-style-type: none"> • All the community initiatives go from strength to strength, cycle projects, education, outreach etc. • The new and long-awaited Entrepreneur Centre venture – Positive Possil- is an exciting venture – so long in the planning. It will be at the heart of your community, and it will be interesting to see the far-reaching positive benefits it brings • The support for the Schools Charter is also at the heart of your communities. <p>This remains compliance plus.</p>
<p>4.2.4 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 once again evidenced your willingness to seek out and learn from best practice.</p> <p>For example.</p> <ul style="list-style-type: none"> • Scottish Housing Network visit the Association annually to present performance figures and data to managers and staff. As part of this process, they provide benchmarking data comparing ng homes performance against others in peer group. • Procuring the IT – a robust process to ensure you invest in the very best for you. • Review of policies to meet the needs of tenants and other customers. • You are completing an ‘exit ‘survey with the customers affected by the high-rise refurbishment. <p>Update at 2025 Annual Review</p> <p>You continue to take the lead on both learning and sharing best practice. The work with TPAS Scotland highlights your commitment to use experts to help you build on your priority of hearing the tenants voice and also be fully in line with regulation.</p> <p>The project with Insite Specialist Services is a ‘pilot’ using experts to work with you to address the key issue of damp and mould, learning from and working with experts.</p> <p>This remains compliance plus.</p>
<p>5.2.2 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 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.</p> <p>Evidence included</p> <ul style="list-style-type: none"> • the appropriate staff member is identified to deal with the customer’s query. • Your Complaints Policy and process clearly state who is dealing with it and this is communicated to the customer. • The Compliance Dashboards make sure you are delivering on your promise <p>Update at 2025 Annual Review</p> <p>The new structure has further honed staff roles. This included the Senior Housing Officer role of dealing with vulnerable customers / complex cases (good use of insight). This can also be a mentoring stance with other staff.</p> <p>This remains compliance plus.</p>

<p>5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.</p>	<p>You benchmark widely and there is evidence that your performance in relation to timeliness and quality of service compares well with that of similar organisations.</p> <p>Evidence includes</p> <ul style="list-style-type: none"> • Awarding of the gold standard in Army Covenant accreditation. • CIH awards nomination • Nomination for awards around the Bikes project. • Recognition of your resettlement scheme for Ukrainian Refugees. <p>Update at 2025 Annual Review</p> <p>Your performance remains high and you are revered for best practice in some areas. ng homes were recognised with an award from CIH for the KPP project of the CIH Scotland "Excellence in Housing Innovation" award. You showcased the groundbreaking Kill, Prevent, Protect (KPP) System and its transformative impact through your invaluable partnership with Insite Specialist Services. This proactive approach aligns seamlessly with Awaab's Law, a vital framework emphasising a landlord's heightened responsibility for optimal indoor air quality. Such a legal precedent, if enacted within the Housing (Scotland) Bill, would compel landlords to adopt preventative measures, shifting profoundly from reactive to proactive. The KPP system empowers you, as a landlord, to exceed these duties, demonstrating an innovative approach and firm commitment to tenant health, safety and welfare and statutory compliance.</p> <p>This remains compliance plus</p>
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Section C: 12-month Review Report

Date of report	25/11/2025
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Changes in relation to the five criteria and areas for development

Quote from interviewee during assessment – ‘ng homes are committed, enthusiastic and put tenants first. They do not realise how good they really are’, **TPAS Associate**

Criterion 1

- You have further developed insight with extensive implementation of CX.
- The new Home Master housing management system with transform customer engagement with the ‘ My Portal’.
- You continue to achieve high satisfaction levels.
- You prioritise ‘The Tenants Voice’

Criterion 2

- Leadership have now supported the widely consulted restructure .
- Staff workshops have been held to seek their view on change and the strategic direction of nG Homes.
- The Board have actively participated in the 2-day residential seminars to shape the organisations future.
- The Training offer has been upgraded with the Go2 suite of learning.

Criterion 3

- Regular team meetings are held across the piece and locally in the new ‘patch ‘areas’
- The role of Communications Officer continues to be embedded as CX shapes communications.
- There is now a facility for tenants to access information via a porta

Criterion 4

- You meet and exceed the national and statutory requirements of the Scottish Housing Charter and the regulatory requirements of the Scottish Housing Regulator.
- You evaluate the ‘above and beyond’ impact you have in your community.
- You identify issues and meet them head on. Your response to today's heating system crisis, which has had multiple issues is a good example. Your determination to ensure that you communicate with tenants’ openly and resolve the issues was evident.
- You are actively represented in many local and regional forums.
- You continue to take part in benchmarking on the Scottish Housing Regulator site to with others.

Criterion 5

- You are keen to take the sector lead if the opportunity arises e.g. the partnering with insite.
- The new Home Master system is delivering better access to integrated information
- You meet the needs of your regulator and are high performing.
- You benchmark with other RSLs including the Scottish Housing network

New Opportunities for Improvement

Opportunities for Improvement from recert 2024 were all cleared (see above)

- You may wish to consider if the tenant engagement app is redundant or should be revamped.1.1.3
- You have all done so much over the years that it is difficult to identify the ‘extra mile’ from what is now always excellent practice and embedded in “it’s just my job”. You may wish to review professional boundaries and revamp your Extra Mile awards.2.2.5
- The job titles for assistant housing officer and housing assistant are quite similar. You may wish to check that this is not confusing for customers.3.1.1
- You may wish to consider if the new ‘My Portal’ might be expanded for other users in time.3.2.1
- You may wish to consider completing a case study approach to the rehousing the tenant, when decant was not the appropriate option for them, as this might help in future similar situations.3.2.3
- The new HomeMaster system will deliver efficiency and resource release You may wish to consider measuring baseline metrics now so that you can demonstrate your successes and evaluate any further improvements.4.1.2
- You have some hard metrics around the money advice action. You may wish to consider working with them on some softer metrics telling the real stories of how this changes lives to try to get the message to others who may benefit. 4.1.3

Partial Compliance elements

Element	Justification
NEW	No new ones identified

Compliance Plus elements

Element	Justification
	None new ones identified

Use of *Customer Service Excellence* logos- visible and used appropriately.

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.