



Key Value Indicators (KVIs) Version 3.0

For Implementation on 1st April 2019

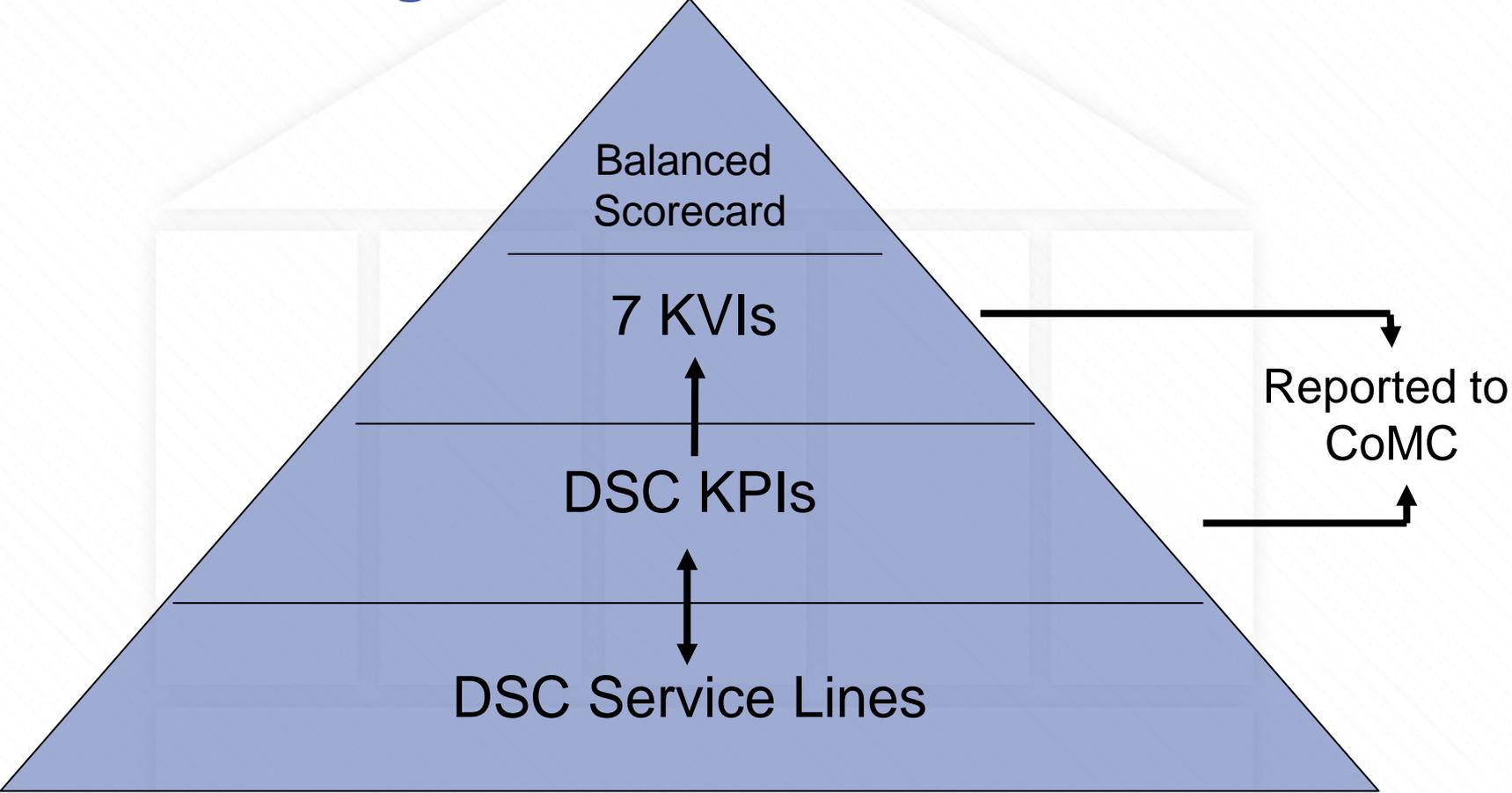
Version Control

Version	Updates	Date
V1.0	Approved at CoMC	19 th April 2018
V1.1	Amendments agreed at CoMC to the ratings for Change Management KVI	16 th May 2018
V2.0	Amendments approved at CoMC	20 th June 2018
V2.1	Proposed updates for review at October CoMC	3 rd October 2018
V2.2	Updates following feedback at October CoMC	17 th October 2018
V2.3	Updates agreed at November CoMC to Relationship Management KVI	14 th November 2018
V3.0	Version 2.3 baselined	14 th November 2018

Background

- In addition to the existing DSC KPIs, Xoserve have introduced, with customers, a Key Value Indicator (KVI) framework based on key services that Xoserve provides to our customers
- Proposal and approach agreed with the Board and at the November 2017 Contract Management Committee (CoMC) meeting
- Discussions held and feedback received with each Customer Class to develop a set of KVIs
- This resulted in 7 Key Value Indicators (KVIs);
 - Customer Service
 - Change Management
 - Relationship Management
 - Customer Issue Resolution
 - Customer Data Security
 - Service Delivery
 - Financial Reporting
- These are the KVIs that will be monitored, measured and reported on
- These were implemented on 1st May 2018, the Customer Service (previously Issue Resolution) KVI was trialled for one month in April 2018 to test the processes and measures

Introducing the Performance Framework



KVI Summary

KVI	Measure	How Data is Captured	New or Existing	Reporting Frequency	Weighting
Customer Service	90% rated as 'Exceeded Expectations' or 'Met Expectations'	Customer feedback requested following resolution / closure	New	Monthly	20%
Change Management	90% rated as 'Always' or Usually	Customer feedback requested from Change Managers	New	Quarterly	10%
Relationship Management	95% stated they 'Trust' or 'Starting to Trust' Xoserve	Customer feedback requested via Contract Managers & Constituent Meetings	New	Quarterly	10%
Customer Issue Resolution	90% rated as 'Exceeded Expectations' or 'Met Expectations'	Customer feedback requested from participating customers following issue closure	New	As Required	15%
Customer Data Security	Number of data breaches	Existing reporting. Data captured by Xoserve	Existing	Monthly	15%
Service Delivery	98% of P1 & P2 KPIs met	Existing reporting. Data captured by Xoserve	Existing	Monthly	20%
Financial Reporting	Provision of quarterly reports	New financial reports. Data captured by Xoserve	New	Quarterly	10%

Customer Service

- Title
 - Customer Service
- Trigger
 - Receipt of a contact from a customer
- Desired outcome
 - Response to customer within agreed expectations
 - Resolution for the customer
- Scope
 - Includes any contact from a customer requesting assistance, an enquiry/question, query, information or notification of a potential issue.
 - Does not include operational or invoice queries raised via CMS, issues raised via the Service Desk or where measures already exist via KPIs
 - Does not include commercial requests for information
 - Does not include M Number Helpline or Data Search Helpline
- Measure
 - 90% or more of customers who provided feedback responded 'Exceeded Expectations' or 'Met Expectations' when requested to rate the service as: 'Exceeded Expectations', 'Met Expectations', 'Met Some Expectations' or 'Did Not Meet Expectations'.
 - Measure calculated from feedback received during a calendar month

Customer Service cont.

- Xoserve's Commitment
 - Guidelines to resolution timescales:
 - All contacts acknowledged and an expected resolution date agreed with the customer within four hours of receipt (business day).
 - The Contact will be categorised and an initial assessment made of the complexity and priority which will be used to agree a resolution date
 - Contact resolved within four business days, or, if not resolved, an update provided and a revised resolution date
 - Contact resolved within seven business days. For very complex issues which cannot be resolved within seven days, a detailed explanation of the work being done to resolve the issue will be provided and a revised resolution date
 - For NG/Gemini related contacts the timescales will be based on: 'Before the Day', 'On the Day', 'within Exit Close Out' or 'After Exit Close Out'.
 - Notification to NG, DNs and/or iGTs where any issues identified affect their customers, processes, invoices or costs
 - Regular updates provided until resolution

Change Management

- Title
 - Change Management
- Desired Outcome
 - Customers are involved and consulted regarding solution development
 - Customers have been provided with information and support to ensure they are prepared and ready for the changes being implemented
 - Changes delivered as per the agreed plan (at the relevant governance committee)
 - Delivering the customer benefit
- Measure
 - 90% or more of customers who provided feedback responded 'Always' or 'Usually' when requested to rate the service as: 'Always', 'Usually', 'Rarely' or 'Never'.
 - Measure calculated from feedback received based on the change management activities over a 3 month period (reported quarterly)

Change Management cont.

- Xoserve's Commitment
 - Bring requirements to life, creating options and working with customers to understand the cost/benefit analysis
 - Help customers understand the risk of any change and develop customer and market wide test strategies to mitigate risks to customers from change
 - Set a high bar for support documentation and training material so that customers can receive change from us seamlessly
 - Produce great management information for committees and change boards, clearly communicating our status with a single version of the truth
 - All change management material published / shared to schedule
 - Customer approved engagement/communication plan for each Release
 - Identify the changes that impact customers by Customer Class and focus engagement on those changes
 - Deliver to customer(s) expectation
 - Review and document lessons learnt following delivery of each Release and implement agreed actions for the next Release

Customer Relationship Management

- Title
 - Customer Relationship Management
- Desired Outcome
 - Improve the quality and efficiency of Xoserve's engagement with customers
 - Improve Xoserve's relationship with its customers
 - Adding value to customers
- Measure
 - 95% or more of customers who provided feedback stated that they 'Trust' or 'Starting to Trust' Xoserve when requested to rate as 'Trust', 'Starting to Trust' 'Starting to Distrust' or 'Don't Trust' with strategic decisions
 - 95% or more of customers who provided feedback stated that they 'Trust' or 'Starting to Trust' Xoserve when requested to rate as 'Trust', 'Starting to Trust' 'Starting to Distrust' or 'Don't Trust' with delivery of operational services
 - 95% or more of customers who provided feedback stated that they 'Trust' or 'Starting to Trust' Xoserve when requested to rate as 'Trust', 'Starting to Trust' 'Starting to Distrust' or 'Don't Trust' in putting our customers first
 - Measure calculated from feedback received for the previous 3 months (reported quarterly)

Customer Relationship Management cont.

- Xoserve's Commitment
 - Customer agreed action plans based on feedback received
 - Regular review and feedback sessions
 - Be proactive and go the extra mile for our customers
 - Seek to build advocacy through every interaction
 - Think outside-in as our starting point, seeking first to understand our customers and then to be understood.
 - Have empathy for our customers' diverse businesses and differing challenges

Customer Issue Resolution

- Title
 - Customer Issue Management
- Trigger
 - Data or process issues identified by Customer(s) or Xoserve
- Desired Outcome
 - Resolution of issues in a timely manner
 - Improved accuracy and completeness of data held on UK Link systems
 - Efficient and effective processes
- Scope
 - Includes data issues identified by Customer or Xoserve
 - Includes process issues identified by Customer or Xoserve
 - Includes system defects
 - Includes issues causing customers problems
- Measure
 - 90% or more of customers who provided feedback responded 'Exceeded Expectations' or 'Met Expectations' when requested to rate the service as: 'Exceeded Expectations', 'Met Expectations', 'Met Some Expectations' or 'Did Not Meet Expectations'.
 - Measure calculated from feedback received following closure of an issue

Customer Issue Resolution cont.

- Xoserve's Commitment
 - Provide resolution plans to customers
 - Regular updates provided to affected customers providing information required by customers to enable them to take necessary actions/decisions
 - Support provided to customers until resolution
 - Management Information provided, where available, to support analysis
 - Where required, arrange sessions to review data or process issues identified, potential reasons, carry out root cause analysis where applicable, provide process awareness and support to resolve the issues
 - Customer agreed action plans if required
 - Where the issue identified is industry wide, take a lead role to facilitate discussions, allocate resources to provide focus, resolution action plan produced, analysis and support until resolution / closure
 - Agreement with customers on preferred solution option

Customer Data Security

- Title
 - Customer Data Security
- Desired Outcome
 - Protecting the integrity and security of customers data at all times
 - Zero data breaches
- Measure
 - No data security breaches categorised as ‘Critical’ or ‘High’
 - No more than one (1) data security breaches categorised as ‘Medium’
 - No more than five (5) data security breaches categorised as ‘Low’
 - Measure calculated based on security breaches during a calendar month

Customer Data Security cont.

- Xoserve's Commitment
 - Protect the integrity and security of our customers data at all times
 - Notification of any data breaches to impacted customers within four hours of identification
 - Resolution within two business days
 - Continuous review of the 'Information Security Management' policy.
 - Continuously assess sensitive data location and risk, access activity, movement, and user behavior
 - Regular internal technical audits
 - External Audit (BSI ISO27001) certification
 - Full compliance with the General Data Protection Regulation (GDPR)
 - Engagement plans to raise awareness and understanding of the importance of customer data security

Service Delivery

- Title
 - Service Delivery
- Desired Outcome
 - Delivery of the DSC
 - All KPIs met
- Measure
 - 98% of Priority 1 and 2 KPIs met over the financial year
- Xoserve's Commitment
 - Review existing KPIs for relevance and priority. Submit proposed updates (via a Change Proposal) to Contract Management Committee
 - Not failing the same KPI for more than two consecutive months
 - Notification of affected customers where a Priority 1 or 2 KPI has been missed within two business days
 - Monthly KPI reporting to Contract Management Committee
 - Continuously improve our systems, processes and data, using the latest automation and lean techniques to drive efficiencies

Financial Reporting

- Title
 - Financial Reporting for the current financial year
- Desired Outcome
 - To provide customers with a view of company financial information
- Measure
 - Financial reporting provided to Contract Management Committee to agreed timescales
 - Measure based on financial reporting provided quarterly
- Xoserve's Commitment
 - Quarterly updates including actual performance, against budget / latest forecast, any changes to forecast-and the potential impact on charges.
 - Offer sessions to review finances at an individual customer charging level
 - Preliminary Year End financial reporting will be provided in May

KVI Capture & Reporting Timescales from April 2019

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Customer Service	✓ ✓											
Change Management	✓	✓		✓	✓		✓	✓		✓	✓	
Relationship Management	✓		✓	✓		✓	✓		✓	✓		✓
Customer Issue Resolution	As		R	e	q	u	i	r	e	d		
Customer Data Security	✓ ✓											
Service Delivery	✓ ✓											
Financial Reporting	✓	✓		✓	✓		✓	✓		✓	✓	

✓ Data Capture

✓ Reporting