



**Key Value Indicators (KVIs)
Approved 15th April 2020 at CoMC**

Effective 1st April 2020

Version 1

Background

- KVIs have been reviewed at Contract Management Committee (CoMC) and updated effective 1st April 2020
- Six KVIs;
 - Customer Issue Resolution
 - Communication
 - Relationship Management
 - Change Management
 - Financial Information
 - Customer Data Security
- One new KVI: Communication
- Although Customer Service and Service Delivery are no longer a 'KVI' these will continue to be reported at CoMC
- The KVIs will be an interim performance measure until the new operational performance measures are implemented.

KVIs

Effective 1st April 2019 to 31st March 2020

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%

KVI's Effective 1st April 2020

KVI	Measure	How Data is Captured	New or Existing	Reporting Frequency	Reporting Month
Customer Issue Resolution	Meeting commitments	Self assessment	Revised	Monthly	Monthly
Communication	Meeting commitments	Self assessment	New	Monthly	Monthly
Relationship Management	95% stated they 'Trust' or 'Starting to Trust' Xoserve	Customer feedback requested via Contract Managers & Constituent Meetings	Existing	Quarterly	June 20, Sep 20, Dec 20, Mar 21
Change Management	90% rated as 'Always' or Usually	Customer feedback requested from Change Managers	Revised	Quarterly	May 20, Aug 20, Nov 20, Feb 21
Customer Data Security	Number of data breaches	Self assessment	Existing	Monthly	Monthly
Financial Information	Meeting commitments	Self assessment	Revised	Minimum of 4 per year	TBC

Strawman KVI – Issue Resolution

- Problem Statement:
 - Resolution of issues can be slow, the updates provided do not give sufficient information to enable customers to understand the materiality of the issue and the actions that organisations needs to take as a result of the issue.
- Commitment:
 - Use MI to drive greater insight
 - Score each issue based on customer impact (see appendix 1) and manage each issue accordingly
 - Notify customer as soon as issue is realised [depending on issue score]
 - Follow up with a plan for rectification (to include tasks, timescales, ownership)
 - Provide sufficient information in a timely manner, to enable customers to make an informed decision regarding actions they need to take.
- Measure:
 - Self assessment based on whether or not the commitments set out above have been achieved
 - Report monthly at CoMC

Strawman KVI - Communication

- Problem Statement
 - Communication from Xoserve lacks clarity. It is not always clear who a message has been sent to; why it has been sent; or what actions are required by the customer.
- Commitment
 - Maintaining distribution lists & notifying customers who the communication has been sent to in the comms
 - Standard template used (where appropriate) which clearly states what the comms is about, what action is being taken and if the customer is required to do anything and the material/financial impact on customers & who impacted
 - Comms to specify what we know & what we don't know and when we will provide further information
 - Contact name will be provided if further is required from the customer
- Measure
 - Self assessment. Xoserve to introduce internal peer review for communications issued externally based on the above commitments.

Customer Relationship

- Statement
 - Xoserve to demonstrate improvement in customer relationships.
- Commitment
 - Improve the quality and efficiency of Xoserve's engagement with customers
 - Improve Xoserve's relationship with its customers
 - Add value to customers
 - Feedback provided is evaluated and action plans developed to improve pain points for customers
- Measure
 - Based on feedback received for the previous 3 months
 - 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
 - delivery of operational services
 - putting our customers first

Change Management

- Statement
 - Xoserve to demonstrate that it engages with customers during the change process and provides relevant level of support and information prior to delivery of change.
- Commitment
 - Involve and consult customers regarding solution development
 - Provide customers 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
 - Based on feedback received over a 3 month period
 - 90% or more of customers who provided feedback responded 'Always' or 'Usually' when requested to rate the service as: 'Always', 'Usually', 'Rarely' or 'Never'.
 - Feedback provided by customers is followed up to understand context, evaluated and continuous improvement plans developed and monitored until resolved.

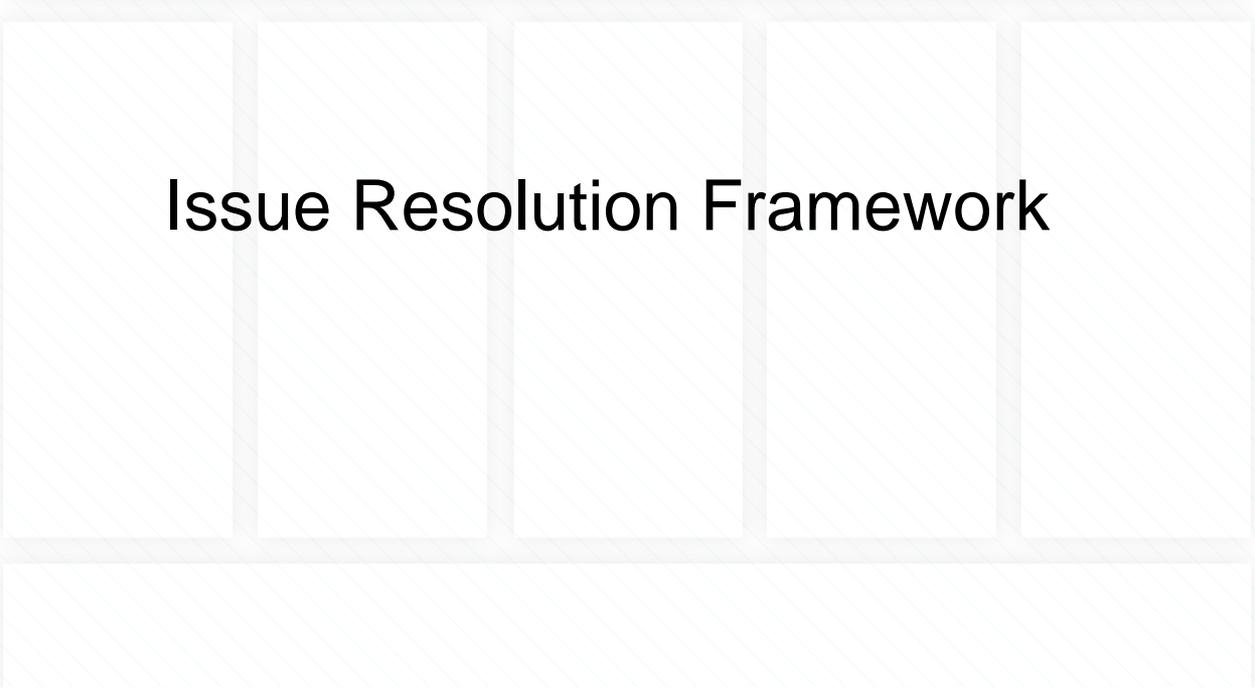
Customer Data Security

- Statement
 - Customers want regular updates on how Xoserve is managing Data Security on their behalf.
- Commitment
 - To protect the integrity and security of customers data at all times
 - Zero data breaches
 - Notify customers immediately in the event of a data breach that is categorised as [Critical or High].
 - Report monthly to customers in the event of a data breach that is categorised as [Medium or Low].
- Measure
 - Self assessment based on whether or not the commitments set out above have been achieved

Financial Information

- Statement
 - Customers want clear financial updates from Xoserve.
- Commitment
 - Minimum of four updates per financial year including:-
 - preliminary results from the previous financial year
 - quarterly forecasts which include actual results, key themes, investment progress and (where relevant) impacts on charges position
 - Offer sessions to review finances at an individual customer charging level.
- Measure
 - Self assessment based on meeting the commitments set out above

Appendix 1



Issue Resolution Framework

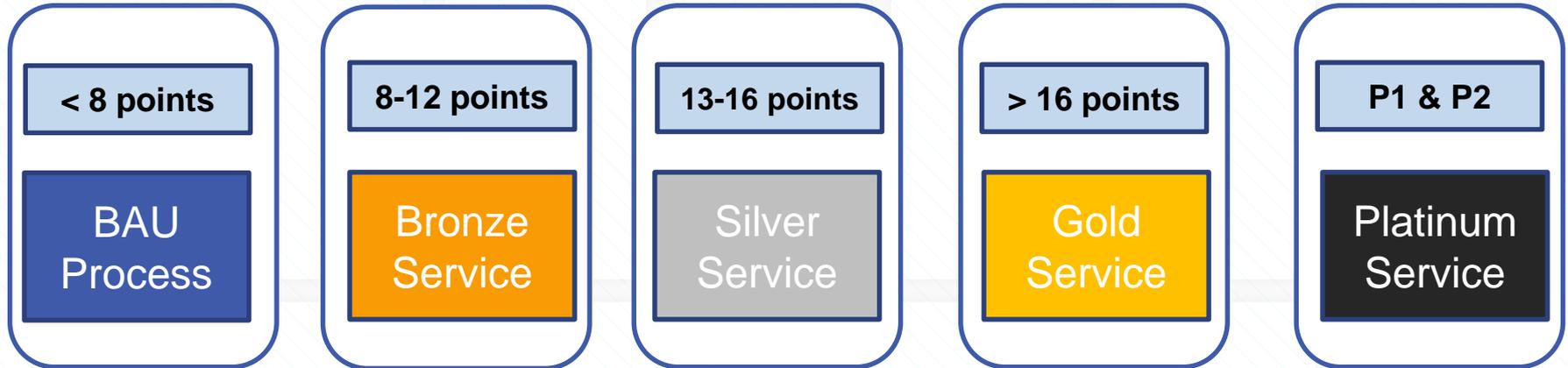
Customer Issue Prioritisation Framework

Driver		Category 1 (5 points)	Category 2 (4 points)	Category 3 (3 points)	Category 4 (2 points)	Category 5 (1 point)	Total
Customers affected		All customer segments	An entire customer segment	Multiple customers, 1 segment	1 customer	Xoserve only – No external customer affected	/5
Processes affected		<ol style="list-style-type: none"> SPA - Transfer of ownership/ Registration SPA - Confirmation, Objections, Referrals, Withdrawal Gemini processes (Gas Noms, Allocations, Energy Balancing) 	<ol style="list-style-type: none"> INV - Invoicing: Capacity, Commodity, Reconciliation, Gemini invoices INV - Invoicing - other invoices 	<ol style="list-style-type: none"> Read Processing SPA - Supply Meter Point updates AQ process OTHER - Apply and Remove sanctions OTHER - Portal Updates RGMA - Asset Updates OTHER - BW Reporting, Updates from CMS, Portfolio Reporting, Data Enquiry 			/5
Impact	Cost to customer	Substantial	High	Moderate-High	Moderate	Negligible	/5
	Reputation	Significant national media/gov coverage; Total loss of confidence from regulator; Severe or persistent regulatory breach; Major business critical services ceased for >1 day; Unable to meet multiple strategic objectives	Intervention by regulator, serious breach of legal or contractual obligation; Prolonged business critical services outage, RTOs not met; Severe impact on success of a strategic objective	Censure by regulator, breach of legal/ contract obligation; Business critical services lost but RTO met; Impact on >1 business unit objectives. Some impact on group strategic objectives; 50% rise in complaints	Failure to meet external SLAs / standards; Some impact on operations; Short term impact on business critical service; Impact on one business unit objective; 25% rise in complaints	Failure to meet internal standards; No impact on operations; Minor impact on some processes; Impact on team objectives only; Isolated complaints.	
	Customer Impact	Substantial	High	Moderate-High	Moderate	Negligible	
Time to Resolve		>6 months	1-6 months	>1 month	>1 week	>1 day	/5

Defining Priority of each Customer Issue

- Providing a tiered level of service both in terms of customer communications and sets a default standard for customers.
- In the first instance, this categorisation will be applied to new customer issues in order to determine how effort is spent to resolve them. Incidents and defects should be reassessed using the same framework in order to;
 1. Identify any customer issues that require a change in priority; and
 2. Gain a better understanding of the current cost (financial or otherwise) of outstanding customer issues

Customer Issue Response Level



Customer Issue Communication

- Each level of Customer Issue will be attributed with specific targets around issue resolution and further communication/support.
- The following details the expectations around tiered Customer Issue communications.

Service Levels	Associated Defect / Incident Priority Level	Communication Method	Communication Timings	Resolution Plan
BAU		Website & Email where required	Updated Monthly	Share
Bronze	D4	Website	Updated Monthly	Share
Silver	D3	Email & Website	Monthly	Share
Gold	D1 – D2	Email & Website	Weekly	Agree
Platinum	P1 – P2	Email & Website	Daily	Share/Agree

Appendix 2

Process for Measuring Communication



Key Value Indicators (KVI) 2020/2021

Process for measuring Communications

April 2020, V1.0

KVI process



Submission

1

Direct reports of XEC provide a random selection of customer emails sent out the previous month.

Review

2

A selection of the submissions will be reviewed against the eight KVI criteria, by a panel made up from representatives across the business.

Feedback

3

The KVI criteria will be used to formulate a set of improvement opportunities for each communication reviewed. Examples of best practice from the reviews, will be shared with the business.

Training

4

Where needed the Communications Team will provide teams and individuals with training.

* CoMC members will validate scores and feedback

* *The KVI review will not include communication campaigns led by the Communications Team.*

KVI criteria

The KVI criteria are based on our [best practice guidelines](#) for creating customer emails that are clear, consistent and reliable. Each communication reviewed can score a maximum of ten points.

Is the communication templated?

1 mark

Has any impact to the customer been included?

1 mark

Does the communication have a suitable email title?

1 mark

Are actions clearly identified with deadlines?

1 mark

Is the communication addressed to Dear Customer or personalised?

1 mark

Have further contact details been provided?

1 mark

Is it clear who the communication has been sent to?

1 mark

Is the communication written in plain English, with minimum jargon?

1 to 3 marks

KVI results



**Did Not Meet
Expectations**

**Met Some
Expectations**

**Met
Expectations**

**Exceeded
Expectations**