



KVI Review Update CoMC

18th March 2020

Background

- Agreed at CoMC on 15 January 2020 that the revised KVIs would be an interim solution until new operational performance measures were agreed and implemented.
- There is a project underway within Xoserve to develop new operational performance measures.
- It was suggested that the revised 'interim' KVIs would include some of the existing KVIs.
- New KVI measures will be self assessed and not rely on customer feedback.
- Reporting of all KVIs will include process improvements and action plans where required.

Proposed Consolidated KVIs

- New KVIs:
 - Communication
 - Compliance
- Revised KVIs:
 - Issue Resolution
 - Finance Information
- Existing KVIs:
 - Customer Data Security
 - Customer Relationship Management
 - Change Management

Proposed KVI Summary

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

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 following 3 slides) 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

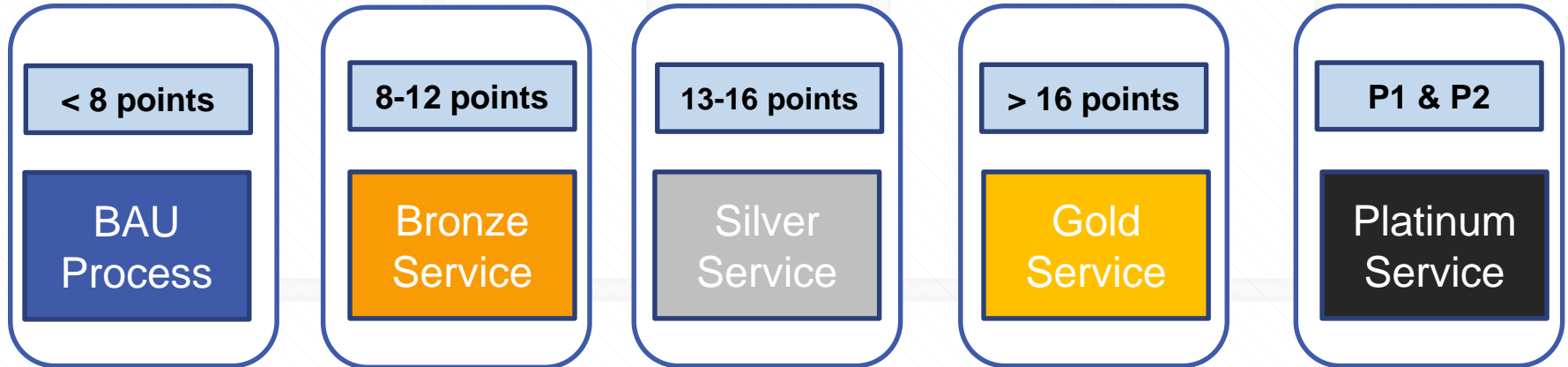
Customer Issue Prioritisation Framework

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

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.

Strawman KVI - Compliance

Propose to remove – our intention with this KVI was to flag any non-conformance of a process at the time that it happens (rather than waiting for the results of a planned audit). However on reflection this is achieved through the Communication KVI – thoughts?

- ~~Problem Statement~~

- ~~— Customers are required to remain compliant with certain obligations – how does Xoserve give this confidence?~~

- ~~Scope~~

- ~~—~~

- ~~Commitment~~

- ~~— Notify customers [within [2] hours] of a potential breach being identified.~~

- ~~— Investigate potential breach and confirm [within [24] hours].~~

- ~~— Provide action plan that will list actions for resolution and mitigation of any further failure.~~

- ~~— Measure~~

- ~~— [All actions complete within approved timescales]~~

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
 - with 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
 - Protect the Confidentiality, Integrity and Availability of Customer Data;
 - Zero Critical or High Security Incidents.
 - Notify Customers within 48 hours in the event of a Critical and/or High Security Incident, resulting in a significant data breach;
 - Monthly report to Customers of the number of Medium and/or Low Security Incidents.
- Measure
 - Self assessment based on whether or not the commitments set out above have been achieved
 - report monthly at CoMC

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

KVI Review Plan

Activity	Owner	Start Date	End Date	Status
Present approach & plan to CoMC	Xoserve	16/10/2019	16/10/2019	Complete
Review KVIs and measures	Xoserve	17/10/2109	31/01/2020	Ongoing
Carry out sessions to discuss KVIs with customers (via constituent groups)	Xoserve	17/10/2019	28/02/2020	Ongoing
Develop strawman KVIs and measures	Xoserve	04/11/2019	15/01/2020	Complete
Provide progress update & share view of proposed KVIs November CoMC	Xoserve	20/11/2019	20/11/2019	Complete
Review strawman KVIs at December CoMC	CoMC	18/12/2019	18/12/2019	Complete
Provide feedback on strawman KVIs	CMs	19/12/2019	03/01/2020	Complete
First formal review of the draft KVIs and measures at January CoMC	CoMC	15/01/2020	15/01/2020	Complete
Redraft of the KVIs and measures at February CoMC	CoMC	19/02/2020	19/02/2020	Complete
Provide any comments to Xoserve on the draft KVIs	CMs	20/02/2020	06/03/2020	Complete
Final review & approval of KVIs at March CoMC	CoMC	18/03/2020	18/03/2020	On target
New KVIs effective & published	Xoserve	01/04/2020	01/04/2020	On target

Agree Next Steps

- Review & approval and today's meeting (March CoMC)
- KVIs will be effective from 1st April (assuming approval in March CoMC)
- First reporting month will be at May CoMC