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# Database as a Service (DBaaS) Service Definition

May 2025

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redcentric

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# 1. Service Definition

The Redcentric Database as a Service (DBaaS) is an ITIL aligned standard, repeatable database infrastructure, provisioning, and administration service for SQL Server database management systems.

This Service is priced on a per instance basis for the service element and consumption and licensing costs for infrastructure and provisioning. The product is delivered remotely using standard processes, tools, and automation.

## 1.1 Key Features

- Database Platform Infrastructure
- Database Instance Support
- Database Backup and Recovery
- Database Monitoring and Maintenance
- Database Security
- High Availability
- Database Patching
- SQL Server Reporting Services (SSRS)
- SQL Server Integration Services (SSIS)
- SQL Server Analysis Services (SSAS)

## 1.2 Key Benefits

- Provides comprehensive 24/7 monitoring and support of database estate
- Aligns customer estate to Redcentric Database architectural standards
- Provides access to experienced DBA and infrastructure engineers
- Cost effective delivery model with tiered pricing for production/test/dev instances
- Provides in depth assessment of database performance and capacity
- Provides access to Redcentric managed Database resources ensuring customer is aligned to architecture and security best practices
- Provides resources across on premise and cloud infrastructure supporting cloud transformation strategies

## 1.3 Scope of Services

### 1.3.1 Database Infrastructure and Licensing

- Database resources (public and private cloud)
- Provision of Microsoft SQL licensing

For more details on our infrastructure services please visit:

[Red Centric Cloud Service Definition](#)

[Managed AWS Service Definition](#)

[Managed Azure Service Definition](#)

### 1.3.2 Database Instance Support

- Incident resolution using a standard Incident Management System
- Escalation and engagement with Database vendors as necessary
- Root cause analyses performed for P1 incidents

- Management, and execution of Database related changes in accordance with a standard change management process and tools
- Representation and participation in incident management Process
- Applying Database patches on current version of installed SQL Server version

### 1.3.3 Backup and Recovery

- Provide backup and restoration of Databases in accordance with Service Levels
- Monitor and maintain scheduled Database backups in accordance with Redcentric standard practices
- Participation in Disaster Recovery activities (where included in the agreement)

### 1.3.4 Monitoring and Maintenance

- Monitor and maintain Database consistency and integrity
- Disk free space monitoring and alerting
- Perform automated routine Database maintenance activities, monitoring, and housekeeping processes to manage the Database(s)
- Perform automated index reorganisation/rebuilds and statistics updates
- Monitor Database backups
- Start/Stop database services
- Review and assessment/ recommendation of Database upgrades
- Monitor Database related scheduled jobs and resolve or escalate failures where appropriate
- Monitor Database error logs
- Plan for and provide database storage administration changes due to business growth and project implementation based on information supplied by customer and review plans with customer on a consistent basis
- Test and implement database environment system changes, in accordance with proper change management procedures

### 1.3.5 Performance Tuning

- Performance analysis in response to performance related incidents
- Optimise performance of the database environment
- Escalation to and engagement with Database vendor to aid in Incident and Problem resolution when required

### 1.3.6 Security

- Implementation of, and adherence to, relevant agreed, customer IT policies and procedures and in accordance with Redcentric standard processes
- Database security audit compliance
- Adherence to regulatory requirements as agreed between Redcentric and the Customer
- Security patch updates (hot fix)
- Create/modify database security roles and administer access authorization to database resources
- Implementation of Database auditing, monitoring, and reporting of security exceptions at Customer request or in accordance with the Customer's Database security policies

### 1.3.7 Patching

Quarterly implementation of software patches. The customer is responsible for:

- Agreeing a patching schedule including Maintenance windows with Redcentric.

- Providing a test environment or agreeing to apply to a production environment where test environments are not available.

Redcentric will seek the prior consent of the Customer before implementing any new patches through Redcentric change control process. Redcentric shall not be liable to the customer (including, without limitation, to meet Service Levels) if the customer fails to agree to planned outage windows or provide a suitable test environment.

### **1.3.8 SQL Server reporting Services (SSRS)**

- Database Administration: Oversee the databases created by SSRS, notably the 'reportserver' and 'reportserver tempdb', ensuring they are well-maintained, backed up, and recoverable
- Security Management: Manage the security aspects, such as logins and permissions, ensuring only authorised personnel can access the required data within SSRS.

### **1.3.9 SQL Server Integration Services (SSIS)**

- Database Administration: Support for the SSISDB, ensuring its backup, recovery, and general maintenance
- Debugging Assistance: Assisting in debugging packages to a degree (not including T-SQL development/re-writing), helping identify issues that might cause failures

### **1.3.10 SQL Server Analysis Services (SSAS)**

- Backup and Restore: Backing up and restoring SSAS databases, ensuring data integrity and availability
- Configuration and Security Management: On client requests, manage configuration changes and security settings within SSAS

## **1.4 Database Integrity Review**

Redcentric ability to provide the DBaaS service is predicated upon the following pre-requisites being verifiable, in place and remaining so throughout the Offering Term. To the extent that any of the pre-requisites are or become untrue in any respect, the parties shall address this as a change through the change control process. Where Redcentric identifies current issues with the Customer SQL environment that don't align to the Redcentric SQL database/Instance standards, Redcentric will provide the Customer with a document highlighting the issues, reasons for requiring remediation, recommended actions, a timeframe for rectifying the issues and a quote to remediate the existing issues.

A typical example summary of included remediation work and associated risk remediated as part of the Redcentric DBaaS Onboarding is shown below:

Issue Identified	Risk
Dangerous Build of SQL Server	Very High
TDE Certificate Not Backed Up Recently.	Very High
Last good DBCC CHECKDB over 2 weeks old	Very High
Auto Close Enabled	Very High
Backing Up to the Same Drive Where Databases Reside	Very High
Backups Not Performed Recently	Very High
Full Recovery Model without Log Backups	High
DBCC SHRINK Ran Recently	High
Auto-Shrink Enabled	High
Memory Dumps Have Occurred	High
Unsupported Build of SQL Server	High
Unusual Database State: OFFLINE	High
Poison Wait Detected: RESOURCE_SEMAPHORE	High
CPU Schedulers Offline	High
Remote DAC Disabled	High
Instant File Initialization Not Enabled	High
Max Memory Set Too High	High
Database Owner is Unknown	High
Agent is Currently Offline	High
No Database Maintenance scheduled	High

### 1.5 Service Restrictions

For the avoidance of doubt, the below activities are outside of the Redcentric DBaaS once Onboarded and are chargeable activities, based on Redcentric's standard rate card, usually instigated as part of a project or though change.

The business-as-usual service does not include:

- Resolution of issues caused by application problems and highlighted by Red centric through the DBaaS to the Customer for action
- Any security beyond that described in this DBaaS Offering Description (e.g. Security Policy)

### 1.6 Professional Services

Redcentric can scope and deliver professional services assignments to cover non BAU activities such as:

- Creation of new Database objects
- Capacity planning and alerting
- Database instance or Database creation
- Database cloning activities

- Database migrations
- Database restores caused by a failed customer change
- Database refresh activities
- Major Version upgrades and testing (e.g. SQL 2016 to SQL 2019)

Please contact your account manager for further information.

### 1.7 Subcontractors

Subcontractor	% of delivery allocated to Subcontractor.
Microsoft UK Ltd	0%



## 2. Onboarding and Offboarding

### 2.1 Onboarding

The following sections provide information on what customers should expect to receive from Redcentric as part of their Onboarding. It is intended as a high-level guide to help customers understand what's required to ensure the delivery of a successful service and covers customer responsibilities as well as the responsibilities of Redcentric.

The Onboarding responsibilities outlined, will be agreed, and may vary depending on the hosting model in place (i.e. whether Redcentric or customer hosted may change responsibility for some required tasks).

Redcentric will align a Project Manager (either dedicated for DBaaS implementation or as part of a wider managed service project) to run a project kick off, create a project plan, align resources, and track progress to the agreed timescales. The customer is responsible for certain activities or the provision/agreement of certain pre-requisites to permit delivery of the DBaaS, as described below.

### 2.2 Service Transition and Early Life Activities

DBaaS begins after the completion of Onboarding. Onboarding can consist of either:

- The initial build and configuration of new Database Instances, or;
- Part of a transition project to transfer the management of pre-existing Database Instances.

Onboarding may form part of a wider transition of services to Redcentric and may take place over defined period in agreed stages. The Onboarding is described in more detail within this document.

### 2.3 Offboarding

Customers retain full control of their data during the term of the contract. At the end of the contract all resources and licenses associated with the delivery of the service will be decommissioned. All data will be deleted.

An exit plan will be agreed that will:

- assist the Customer in facilitating the transition of the Redcentric Services from Redcentric to a replacement supplier
- provide an estimate of the scope of transitional assistance that may be required by the Customer and suggest how such assistance might be provided (if required); and
- provide an estimate of Redcentric personnel that may be required to provide transitional assistance and suggest the management structure to be put in place and employed to provide such transitional assistance.

Where the Customer requests the provision of additional transitional assistance, in addition to their initial requirements, Redcentric shall provide such assistance as an additional service. The additional transitional assistance shall be chargeable at the Redcentric prevailing time and materials consultancy day rates.

# 3. Service Availability

## 3.1 Service Hours Definition

There are 2 levels of Redcentric service hours, defined as follows.

Service Hours Description	Definition
24x7x365	Available 24 hours a day, 7 days a week, 365 days a year.
Redcentric UK business hours	09:00am to 17:00pm GMT / BST (as applicable) Monday to Friday excluding UK public holidays

## 3.2 Standard Applicable Service Hours

Service Management Activity	Service Hours
Redcentric Service Desk	24x7x365
Support Request Management	Redcentric UK business hours
Incident Management (P1)	24x7x365
Incident Management (P2 & P3)	Redcentric UK business hours
Problem Management (RCA)	Redcentric UK business hours
Configuration Management	Redcentric UK business hours

The management of support requests (covering requests for information, ticket updates and request for change) will be provided within Redcentric business hours, to ensure the quality of the communication channels.

More specific aspects of service management, such as root cause analysis where the underlying cause of an incident is not yet identified – known as a problem – and the management of change and releases are also carried out within Redcentric business hours to ensure the rigorous and effective delivery of these service elements.

## 3.3 Service Levels

Target availability for the Redcentric services underpinning the Customer services.

Target Service Level	Definitions
99.90%	Service Desk availability to raise support requests for Customer.

Service Availability target is defined as the percentage of time for which the service is available to the users.

$$\text{Service Availability} = \frac{\text{Agreed Service Hours} - \text{Service Downtime Hours}}{\text{Agreed Service Hours}} \times 100 \%$$

Notes:

- All availability targets are to be calculated on a rolling 12-month basis.
- Availability calculations will exclude outages where root cause is determined to be outside of the Platform components under Redcentric control.

### 3.4 Restoration Targets

The Redcentric standard restoration times for each incident priority level are shown below, all hours are based on the geography of the customer location.

An incident will be assigned to the most appropriate team for resolution. Throughout the resolution process, the Incident will be updated to indicate progress.

Target Resolution relates to any item within Redcentric's control to resolve. Where a service issue is related to a third-party service Redcentric will raise all appropriate tickets and/or escalations with relevant vendor (e.g. Microsoft Azure) if the relationship is directly with Redcentric (applicable to Operate & Modernise service tiers). In this case, the vendor's terms of service/condition apply for incident resolution.

Priority	Definition	Target Resolution	Hours in Effect
P1	A system or application is down and defined as critical by the customer. The system/application has a material impact on the ability to carry out business as usual	4 hours	24 x 7 x 365
P2	A non-critical system or application that is being affected or down to such a degree as to impede business as usual	8 hours	Mon to Fri 08:00 – 18:00
P3	An issue affecting services that is not business critical	36 hours	Mon to Fri 08:00 – 18:00
P4	A non-business impacting event requiring investigation	5 business days	Mon to Fri 08:00 – 18:00

### 3.5 Escalation Management

The Redcentric ITSM system will monitor the lifecycle of an incident according to its priority. An incident can be escalated for two main reasons:

- Technical (or functional) escalation is the process of re-assigning an incident from one team to another based on the skills required to resolve the incident; and
- Management (or hierarchical) escalation refers to the involvement of increasing senior levels of management in the efforts to resolve an incident.

Technical escalations can be completed as follows:

Escalation Level	Role	Contact
1	Service Desk	Telephone, Ticket
2	Service Desk Lead	Telephone
3	Operations Director	Telephone
4	Head of Service Delivery	Telephone

Management escalations can be completed as follows:

Escalation Level	Role	Contact	Contact Detail
1	Service Delivery Manager	Telephone	TBC
2	Head of Service Delivery	Telephone	TBC
3	Chief Services Officer	Telephone	TBC

### 3.6 Problem Management

In the context of IT services, a problem is indicated where the root cause of an incident is unknown. In this scenario, normal service may be restored by means of a temporary work-around rather than waiting for a lengthy investigation. A problem may also be indicated if multiple incidents exhibit the same symptoms.

Redcentric has implemented Problem Management to manage the following activities:

- Identification of the underlying causes of incidents
- Evaluation of the impact of recurring incidents
- Targeting the elimination of underlying causes where appropriate.

### 3.7 Change Management

The goal of Change Management is to ensure that standard procedures are used for efficient and prompt handling of all changes. This minimises the impact of change-related incidents on service quality, and consequently improves the day-to-day operations of an organisation.

All requests for change will be managed in line with accepted ITIL principles to ensure their potential risk is properly addressed. Redcentric will evaluate each request for change using a combination of impact and urgency. The change category determines the target time for completion of a change as shown in the following table:

Change Category	Target Completion Time
<b>Emergency</b> E.g. high priority changes required to rectify or prevent a P1 incident.	Up to 48 hours
<b>Normal</b> E.g. significant changes where scheduled downtime is most likely required to implement resolution.	by agreement following review of change requirements
<b>Standard</b> Changes where the customer has pre-approved the implementation process (such as documented software patches). Standard changes can be handled as a Service Request without formal Change Management approval.	2 to 7 working days

# 4 Responsibilities and Accountabilities

## 4.1 RACI Matrix

The following table outlines Redcentric and customer responsibilities using a RACI model.

- Responsible: Do the task
- Accountable: Approve the task
- Consulted: Input provided to the task
- Informed: Notified on task progress or completion

Task	Redcentric	Customer
Provide business and technical requirements	C, I	R, A
Create customer proposal, pricing, and contract documentation	R, A	C, I
Design review	R, A	C, I
Create Pre-Sales Solution & HLD	R, A	C, I
Final proposal to customer	R, A	C, I
Contract signature	C, I	R, A
Manage implementation activities	R, A	C, I
Build/provision the solution	R, A	C, I
Test and handover	R, A	C, I
Notify the customer of any service-affecting issues or planned maintenance	R, A	C, I
Notify Redcentric of any planned activities that may impact service	A, C, I	R
Resolve incidents and problems	R, A	C, I
Raise service requests and changes	C, I	R, A
Implement service requests and changes	R, A	C, I
Maintain licensing for any software not provided by Redcentric	I	R, A
Adhere to the applicable Microsoft terms and conditions	I	R, A
Maintain passwords in a secure manner	I	R, A
Respond to Redcentric requests in a timely fashion	I	R, A

## 4.2 Definitions

Term	Description
<b>“Backup”</b>	A copy of a Database to be used solely to restore the original Database after the occurrence of an event causing the original Database to be lost, and Backed-Up shall have the corresponding meaning
<b>“Database(s)”</b>	The SQL Server databases which we provide Instance Support for as described in this document.
<b>“Database Instance”</b>	The database instances listed for which we provide support as described in this Offering Description.
<b>“Instance”</b>	<p>The processes, disk and memory allocations which provide database services. One Instance can be used to provide services to one or more databases. A single machine can have one or more Instances. Each Instance is independent of other instances and has its own set of configurable parameters.</p> <p>Distinct database Instances, for example, would allow multiple versions product, different editions, separate security, different patch levels, etc.</p>
<b>“Microsoft® SQL Server™”</b>	<p>Microsoft® SQL Server™ supports multiple instances of the SQL Server database engine running concurrently on the same computer. Each instance of the SQL Server database engine has its own unique system files that are not shared by other instances.</p> <p>A SQL Server database instance is defined as the combination of master, msdb and tempdb databases and the associated processes.</p>
<b>“Onboarding”</b>	Onboarding occurs when you transition to the service.
<b>“Outage”</b>	A period when the Service is not Available. Also referred to as “Down-time”
<b>“Problem”</b>	A cause of one or more <u>Incidents</u> .
<b>“Response”</b>	A notification from the Service Centre to the Customer that a call or an automatic alert has been received by Redcentric and, where possible, Redcentric has advised the Customer of action to be taken and estimate of timeframe;
<b>“Service Level”</b>	Defines the level of services the functionality included and hours of support
<b>“Time to Resolve”</b>	The elapsed time between the incident being placed in the appropriate queue for the Redcentric Personnel responsible for the resolution and the time of the implementation of a fix or applicable workaround that corrects the Incident

# 5 Business Continuity and Disaster Recovery

## 5.1 Business Continuity

Redcentric under its ISO22301:2019 Business Continuity certification, operates and maintains a robust Business Continuity Management System (BCMS). The BCMS scope includes;

- Data Centres
- Managed Services
- ICT technologies and systems
- Staff and business functions

and is externally assessed by the BSI annually to ensure continued effectiveness in line with BSI published standards.

Our Business Continuity Policy Plan (BCP) is fully supported by the Board and is designed to enable a return to normal operations in the shortest practical time, with minimum disruption. The primary objective is to restore and deliver continuity of key services in the event of a critical incident.

Our overall Business Continuity strategy is to provide resilience for all systems that support critical processes, by having data backed up to alternative Data Centres, or dual site services configured as active-active.

We use the same cloud backup service (Acronis BaaS) for our own IT and services as we do for our customers, ensuring fully secure, encrypted data is available off-site when needed. Departments and services are required to test backup and restore annually.

### Testing

Our BCP is routinely tested annually, and as Redcentric is a provider of critical services to the NHS (Peering Exchange and Consumer Network Service Provider), is independently witnessed by a member of NHS England.

Disaster Recovery plans underpinning the BCP have been developed for each Department and Service and these are externally audited and tested annually.

### Network Resilience

Our network has been designed and engineered to deliver highly available, stable connectivity to maintain business access to critical applications. To maximise resilience, multiple carriers provide the core connectivity and routing, and switching devices are used from market leaders Cisco Systems. The network design and build are geographically resilient providing a minimum of 99.99% availability (to resilient end points).

The Redcentric highly resilient, high-capacity core has connections to several carriers providing multiple options for our internal business operations and critical services, and customers wishing to access cloud services, applications, and data:

- Geographically resilient connectivity to multiple tier-1 Internet transit providers and Internet exchanges.
- Geographically resilient connectivity directly into the inner core of the HSCN network.
- Core network engineered to withstand multiple concurrent failures and to re-route around a failed transit path in under a second.

## 5.2 Disaster Recovery

Customers can enable DR capability using multi-site/multi-region architectures through active/active or active/passive configuration. This will be agreed with the customer during the design and onboarding phase.



# 6 Data

## 6.1 Personal Data Processing Statement

**Note** that in completion of this Statement, the Customer is the Controller and Redcentric is the Processor unless otherwise stated.

The EU has approved adequacy decision for the UK until 27 June 2025. This Statement is compliant with UK GDPR and the DPA (2018).

## 6.2 Nature and purposes of the processing

All personal data is stored in UK Data Centres unless otherwise stated. Some personal data may be accessed by our Support operation in Hyderabad, India. This access is to authenticate Customer users following a support request or to troubleshoot incidents and is required to satisfy obligations under the Contract. This is subject to controlled remote access using Redcentric owned devices only and is operated under an International Data Transfer Agreement between Redcentric Solutions Limited and Redcentric India.

It will be necessary to store Customer commercial users' personal data to manage the Account and provide Service, and to raise invoices.

The solution, service desk provision and data back-up facilities are in Data Centres in the UK unless otherwise stated. Redcentric also provides monitoring, management, back up, incident resolution and reporting.

The legal basis for the processing is to satisfy the obligations contained within the Customer Contract.

## 6.3 Duration of the processing

From the start date of the contract until seven years after the expiry or termination date. It may be necessary to retain data beyond this time according to UK Law.

## 6.4 Categories of Data Subject

Customer Commercial, Account, Technical, and Finance personnel.

## 6.5 Categories of Data Subject International Transfers

It may be necessary for our Support operation in Hyderabad to access personal data to authenticate Customer users following a support request or to troubleshoot incidents. The personal data may include first name, last name, role title, telephone number, which may be checked against a pre-approved list.

## 6.6 Sub Processors engaged by Redcentric (sub-contractors)

All Redcentric suppliers (sub-processors) are checked for compliance with UK GDPR as part of onboarding and regularly reviewed.

## 6.7 Types of Personal Data Processed

The following data is processed:

- Customer Administrator details (Username, First and Last names, email address, Job Title).
- Customer Commercial and finance details (First and Last names, email address, Job Title).

## 6.8 Special Category Data

No special category data is accessed by Redcentric personnel.

## 6.9 Data Processing Location

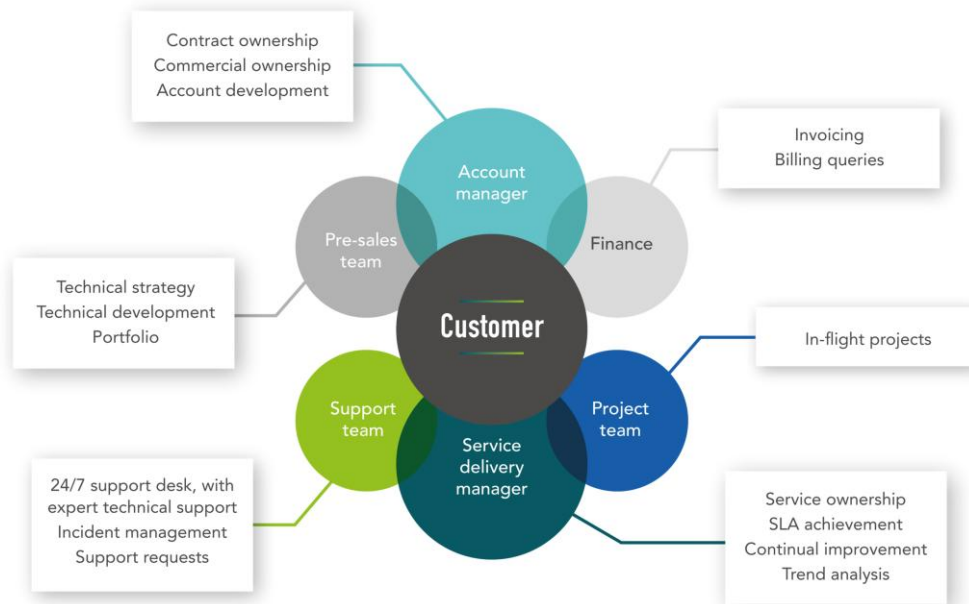
- UK
- EEA (EU)
- Adequate Country (UK, US; (commercial organisations participating in the EU-US Data Privacy Framework), Canada, Israel, others)
- International Data Transfer Agreement in place (Redcentric India)

## 7 Exit

Upon expiration of the Contract where the customer chooses not to renew with Redcentric, the steps set out in paragraph 2.3 will apply.

# 8 Account management

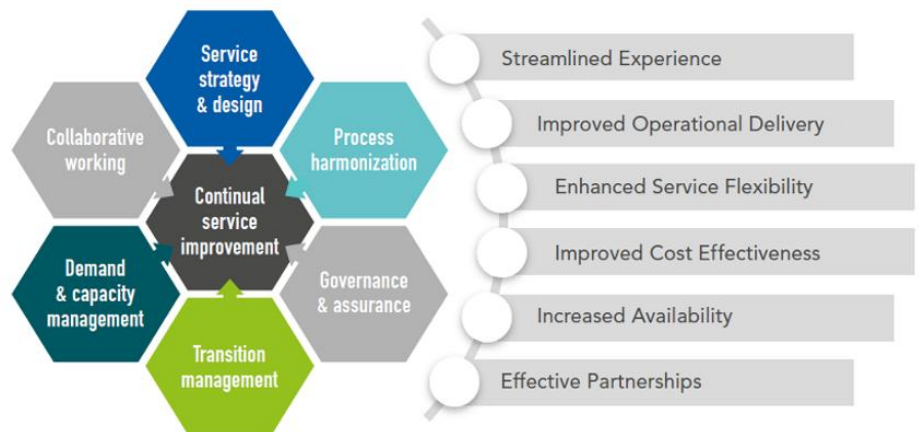
We appreciate the nature of your business demands an exceptional service. We recognise you need to be supported by a team who are not only competent and highly skilled, but also passionate about delivering the right outcome, every time. In our experience, this is achieved by aligning our expertise from the very beginning to create a single, cohesive, and focused team.



Your Account Manager will build an understanding of your current and long-term strategy and ensure that the wider Redcentric team understands your needs. They are responsible for the day-to-day commercial relationship between the customer and Redcentric. Our aim is to develop a long-standing partnership with you.

## Sharing Technology advancements with you

A key role of your Redcentric account manager is to understand your business and to keep you proactively informed on the technology and industry developments that may be of strategic benefit to you. As part of your monthly service reviews, we will discuss our product and services roadmap and where required involve our technical design resources to better understand your requirement and provide guidance.



Our technology roadmap review forms part of the service delivery programme. Our aim is to ensure you are fully informed of the wider developments that we are planning to introduce and allow us to discuss any requirements you would like us to consider for the future.

## Working in partnership to drive continuous improvement.

We fully embrace the continuous service improvement and will work with you to develop a continuous service improvement plan (CSIP). At the simplest level your CSIP will act as a way of prioritising and tracking minor improvement initiatives such as tweaking process to better suit your need but is equally used to drive technology enhancements and innovations to align evolving business requirements, including technology refresh, changes, and upgrades throughout the contract period.

# 9 Service management

Redcentric will provide a centralised service management model for all services we deliver to you. Our proven model will ensure you receive service management and support services that is easily accessible and effective.

Our mature processes are based on the ITIL framework, fully supported by Gartner-referenced service management tools and process automation which ensures you receive a best-in-class user experience.

The proposed solution is inclusive of our support and account management service, which include:

- Genuine 24/7/365 service desk which is manned, monitored and maintained using as mature ITSM tool
- Best-in-class secure management and monitoring tools, designed to ITIL guidelines.

Our service is underpinned by comprehensive, yet agile, documented processes that include major incident management. We have recently introduced enhanced SLAs within our support services, this means we will respond to you quicker and we are committing to faster fix times.

Service Reviews are an opportunity for us to collaboratively evaluate service performance and ensure it is effective and aligned to your needs. The service reviews seek to understand how we can work in partnership with you and your teams and to identify how we can improve performance. We work proactively to propose solutions to problems and suggest the best way to resolve any issues.



## What happens at the monthly service review?

- Review service delivery using performance data and provide this in a graphical format.
- Analyse support tickets to identify patterns that indicate we need to explore further to identify the root cause.
- Review service availability, service exceptions, significant incidents, and related trends.
- Build operational relationships between our customers and the wider Redcentric team.
- Seek to align internal resources within Redcentric to ensure effective service delivery.
- Identify areas for improvement and include them in the service improvement plan.
- Seek your input on how we can evolve our services to suit your future objectives.
- Share our vision to demonstrate how we can support your future strategic aims.
- Create and hold formal records in the Redcentric document management system.

The monthly service pack provides a basis for discussion. It can be tailored to meet specific customer reporting needs as part of the onboarding process or within the lifetime of the contract. As standard, we provide a service pack that includes up to 12 months of data extracted from the support system and service monitoring systems. We analyse current and previous months' performance and identify any trends.

**We operate a Service Management System which meets the requirements of ISO/IEC 2000, which means we have a tried and trusted model for service delivery that provides a consistent approach.**



## Proactive

We think and act quickly



## Inspired

We create excitement through innovation

## Trusted

We do what we say we will

## Collaborative

We work together to deliver a common goal

## Transparent

We are open, honest and fair





## Head office

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# redcentric

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