Appendix

YKY51_Developer services strategy

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1. Developer services strategy

This document provides additional insight to support our narrative in chapter 8 section 10 and chapter 7 section 1.9, setting out our delivery principles, approach to prioritising our improvement initiatives and specific actions to drive improvements in quality scores.

Delivery principles

The proposed next steps are guided by the following delivery principles. These are underpinned by findings from customer feedback, YW DS interviews and our data analysis

Customer Alignment	Effective Issue Resolution	Proactive Engagement	Consistent Customer Journey	Understanding Our Customers
Creating a different, simpler journey for our one-off and smaller home builder customer types	We are able to identify and manage customer issues seamlessly	Be proactive in our communication at every stage of the customer journey	Our customers want a single point of contact from application to close out	Taking the subjective nature away from analysing customer sentiment

Collaboration	Process Efficiency	Enhanced Payment Solutions	Self Serve First	Market Led
Ensuring our partners live by YW principles and we deliver as one	Get things done quicker.	Improve the payments process for customers.	Allowing customers to do business with us online efficiently and effectively	Promotion of Self Lay Providers and NAV across new mains as first choice for customer

Our approach to prioritising improvement initiatives

The improvement initiatives have been prioritised based on several dimensions explained below, to enable YW to implement the highest value initiatives first

Impact on D-MeX

Each opportunity area is ranked based on its potential amount and speed of impact on the D-MeX score. A high impact is positive. (H = High, M = Medium, L = Low)

Impact on operations and future readiness

Proposed level of impact on DS in terms of setting the business up to sustain change and improvements. Considers the impact on team structure, dynamics and positioning of the team for future success.

Key Themes

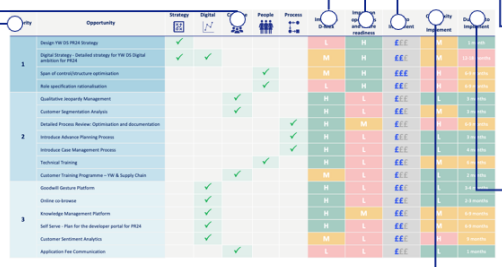
Opportunities are categorised into common themes which were identified through the work done to date. These are strategy, digital, customer, people and process

Priority

1 - Opportunities which position DS to become more resilient to business change and process improvement. These ensure DS provides value for money and remain cost reflective.

2 – These opportunities are perceived to have the greatest impact on D-MeX improvement with the lowest cost and complexity to implement

3 - Dependent on opportunities in priority 2 or have a slightly lower impact on D-MeX, with a higher cost and complexity to implement.



Cost to Implement

Financial impact on YW to implement the opportunity (Note: This does not take the proposed savings into consideration which have potential to offset the cost of implementing)

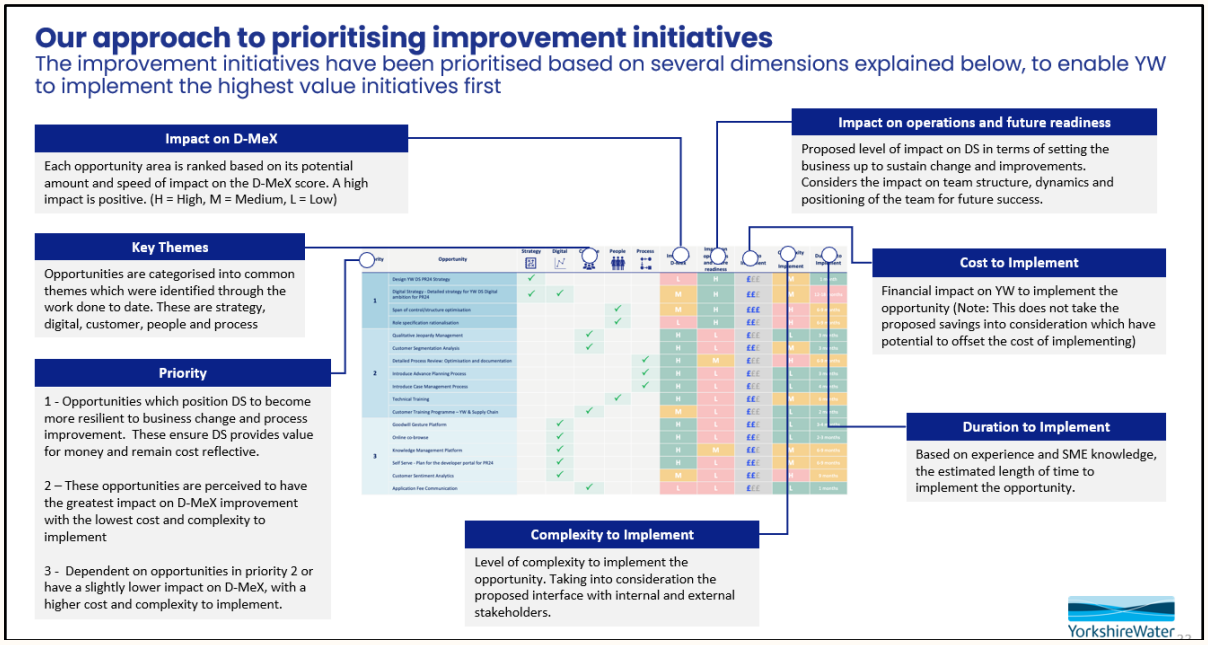
Duration to Implement

Based on experience and SME knowledge, the estimated length of time to implement the opportunity.

Complexity to Implement

Level of complexity to implement the opportunity. Taking into consideration the proposed interface with internal and external stakeholders.

YorkshireWater



Our target is to improve D-MeX quality scores by circa 20% focused on the developer outcomes set out in Quality drivers table below.

2. Quality drivers; Source Water UK

Quality drivers	Q4 FY 22/23	Target AMP 8	Developer Outcomes	How we will deliver
Ease of contact	6.73	8.08	Developers find it easy to get in touch with Yorkshire Water, whatever their needs and preferences	Self-serve portal, first line customer support aligned to meet demand, webchat, chatbots, 2-way texts, portal co-browsing
Quality of information on website	7.28	8.74	Website / portal will provide relevant, high quality and user-friendly information tailored to developer type and need	New web design and developer portal, developer engagement forums working in collaboration with developers to deliver quality information in formats that meet the needs of all developer types
Understanding needs	7.05	8.46	Regular interaction with developers and feedback loops will provide developers the opportunity to articulate their needs and feedback if they are not being met	Dedicated customer relationship managers, regular consultation through developer forums, Development of online accounts providing developers with a single portal for all their service needs in a secure online account. This secure 'logged-in' environment will also provide us with the opportunity for greater personalisation, making the developer experience easier and more relevant to them.

Quality drivers	Q4 FY 22/23	Target AMP 8	Developer Outcomes	How we will deliver
Timelines to respond	6.75	8.10	Automated responses will be received in real time whenever possible and agreed response times will be met where automation is not possible	Automated responses via Portal / CRM, or other channel of choice, dedicated case management, operating model aligned to deliver effectively and efficiently
Keeping informed	6.69	8.03	Customers are kept informed and updated via channel of their choice and can track progress themselves via a self-serve portal.	Automated responses via Portal / CRM, or other channel of choice at all relevant points of developer journey, dedicated case management, operating model aligned to deliver effectively and efficiently, self-serve option to access most recent updates
Value for money	6.05	7.26	Speed, quality and accuracy of administrative and construction tasks will improve, costs will reflect service provided, developers will increasingly see less dependency on paper communication, in line with expectations around increasing use of simple, effective digital channels, better value and reduced environmental impact.	Costs will be controlled through efficiencies driven through integrated systems, automation and revised operating model. Continuous improvement will be driven through our Performance Excellence approach.
Completion within reasonable timeframe	7.19	8.63	Developers will receive quicker responses to queries and requests, timeframes to receive acknowledgements, quotes and updates will be shortened. Construction timelines will be better than Water Uk targets for most of the work carried out	Internal service levels will be tightened to deliver faster than Water UK targets, through process automation and integration of systems, operating model will be aligned to support both administrative and construction efficiencies
Meeting agreed deadlines	7.24	8.69	Deadlines will be bettered in most cases and where exceptions prevent targets being met, timely communication with developers will be made to agree next steps and mitigation	Internal service levels will be tightened to deliver faster than Water UK targets through process automation and integration of systems, operating model will be aligned to support both administrative and construction efficiencies
Efficiency in handling work	6.98	8.38	Developers will receive quicker responses to queries and requests, timeframes to receive acknowledgements, quotes and updates will be shortened, quality of delivery will be improved	Internal service levels will be tightened to deliver better than Water UK targets through process automation, digital solutions, integration of systems and a revised operating model

Quality drivers	Q4 FY 22/23	Target AMP 8	Developer Outcomes	How we will deliver
Accuracy and completeness of documentation	7.51	9.01	Right first-time documentation, all relevant information will be provided at first contact with no need for follow up or rework	Online / self-serve will build in accuracy and automated validation checks to ensure applications and other correspondence have the relevant information before allowing submission
Advice and help provided	7.15	8.58	Developers with complex issues will receive dedicated support, all developers will have access to help and advice via a channel of their choice	Customer Advisors provided technical knowledge to support first contact resolution, along with dedicated case management for complex development needs
Average Quality Score	**6.97**	**8.36**		