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Robotic Process Automation

Driving Transformation In The Public Sector

Neath Port Talbot Council & Arvato CRM Solutions UK
22nd November 2019

Introductions



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How Our Experience Has Shaped Our Views

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Penguin
Random
House

Bertelsmann
Printing Group

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BMG

Bertelsmann
Education Group



majorel



BI Bertelsmann
Investments



€ 17.0 billion
Revenues



€ 2.6 billion
Operating EBITDA



€ 1.1 billion
Group Net Income



116,434
Employees



50
Countries

Automation Is Becoming Visible In All Areas Of Our Lives



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- **80% of enterprises** are currently investing in artificial intelligence - *Vanson Bourne (2018)*
- Automation devices, such as Amazon's Alexa, can now be **used to complete over 15,000 different tasks** - *Techcrunch.com (2018)*
- By 2020, the average person will have **more conversations with bots than with their spouse** – *Gartner (2016)*
- **2158 open positions advertised** on LinkedIn under the category of 'Robotic process automation' – *LinkedIn (2019)*



What Is RPA?



RPA is...

Computer- coded Software

Programs that replace humans performing repetitive rules-based tasks

Cross-functional and cross-application macros

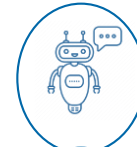


RPA isn't...

Walking, talking auto-bots

Physically existing machines processing paper

Artificial Intelligence or voice recognition and reply software



What it can do...

Opening email and attachments
Logging into web/enterprise applications
Moving file and folders
Copying and pasting
Filling in forms
Reading and writing to database



Scraping data from the web
Connecting to system API
Making calculations
Extracting structured data from documents
Collecting social media statistics
Following 'if/then' decisions/rules

How An Automated Process Typically Works



Human



20 minutes

Robot ProcessAutomate



20 minutes

What The Numbers Tell Us



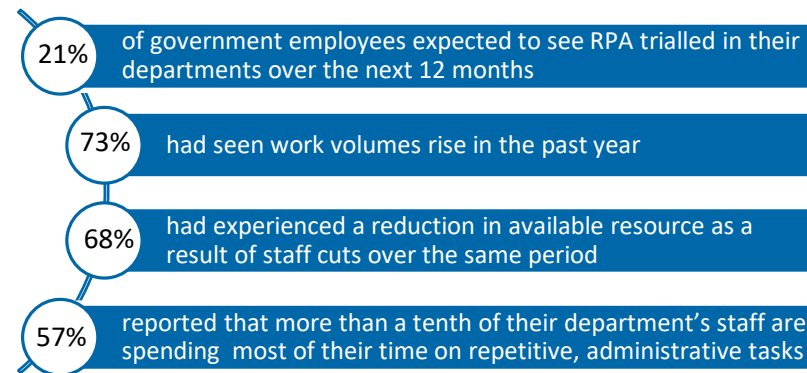
RPA global market growth

- In 2018 RPA market grew by 63% - valued at \$846 million
- It is expected to reach \$5.9 billion by 2025
- Digital Transformation main growth drive
- Biggest adopters: banks, insurance, telecommunications and utility companies

*Source: Gartner

Quo vadis public sector?

2016



*Source: Arvato

2019

Gartner report minimal uptake in the public sector. Global Data survey reports that only 12% of local authorities are using automation, 45% councils report they are struggling to make progress

What is the hold up?

- Collective public sector experience of technology solutions that over promise and under deliver
- Prioritisation and funding challenges
- Myths that surround the benefits and downsides of RPA
- Widening knowledge gap (outside tech specialists) between public and private sector



88 percent

of business decision makers see RPA, and 83 percent see Intelligent Automation as a solution to the global productivity problem



94 percent

of business decision makers understand the benefits RPA can bring to their business. Yet only 73% of knowledge workers say they understand the benefits of RPA



92 percent

of business decision makers plan to extend use cases of automation across their business



76 percent

of business decision makers agree that RPA offers more to the business than just time and cost savings



61 percent

of business decision makers feel their business is currently struggling to meet customer demand. 91 percent of them feel that automation would help solve the problem



68 percent

of knowledge workers appreciate the positive career opportunities that automation will provide



76 percent

of business decision makers are actively changing company culture to incorporate the digital workforce



84 percent

of business decision makers believe they have to work on building trust between employees and the digital workforce

*Source: Blue Prism

RPA For The Public Sector



Prime usage trends

- **Mitigating increased volumes** in workloads, such as **Welfare Reform, which** create an increase in the volumes and complexity of citizen queries
- Protection of **frontline services** by automating **back office processing and administration**
- **Resolving “pain points”** where process re-engineering/business change is complex
- GDPR and PSN legislation heightening the importance of secure, auditable management of data

Access to expertise

- Tried and tested on similar processes, benefitting from **best practice** and **economies of scale**

Deliver more for less

- Enables greater standardisation and **increased speed** of processing to deliver **cost reductions**

Flexibility

- **Runs 24/7** and can switch **between systems and departments**, ensuring the technology is used as frequently and efficiently as possible
- Multi-beneficial through releasing employees to focus on value added work and also allowing staff to **resolve citizen queries quicker**

Neath Port Talbot And Arvato - RPA Journey



- Neath Port Talbot digital strategy – ‘Smart and Connected’
- Participated in discovery workshop to look at the specific challenges:
 - Budget pressures
 - Reduce time spent on resource intensive day-to-day HR activities, to be able to focus on more complex tasks
- Automated four process across transactional HR
- Piloted to ensure solution was accurate, robust, auditable and scalable before roll-out
- Open communication put in place to keep client updated and employees informed



Delivering A Proof Of Concept



Preparation and planning

- Collaborative **workshop** to identify challenges and suitable processes for RPA
- Identify **resources** required from the Council and the **infrastructure** required to host the solution
- Arvato devised a **communication** and **project plan** to ensure key milestones were achieved and all key stakeholders involved

Business process review

- Arvato review processes for **process optimisation** (lean review)
- Data provided and a walk through of the end-to-end process, where Arvato complete a **RPA Suitability Study**
- Assessment of costs for RPA in comparison to manual processing provided using a **RPA Savings Calculator**

Process development

- Arvato's Business Analyst worked with our subject matter experts to **scope** and **design** the process
- Guidance on **ICT requirements**, a fully documented **Solution Design** and **Process Definition document** provided for approval by the Council
- Arvato **develop** the process using Blue Prism software.

Testing

- Arvato provided the necessary templates to carry out testing on the automated process from **Object Testing** (showing the Blue Prism objects worked), **Process Validation Testing** (end-to-end testing of all components), **Verification Testing** (ensuring the process meets the required specification) and **User Acceptance Testing** (run through the process end to end and provide completed cases for checking)

Which HR Processes Did We Automate?

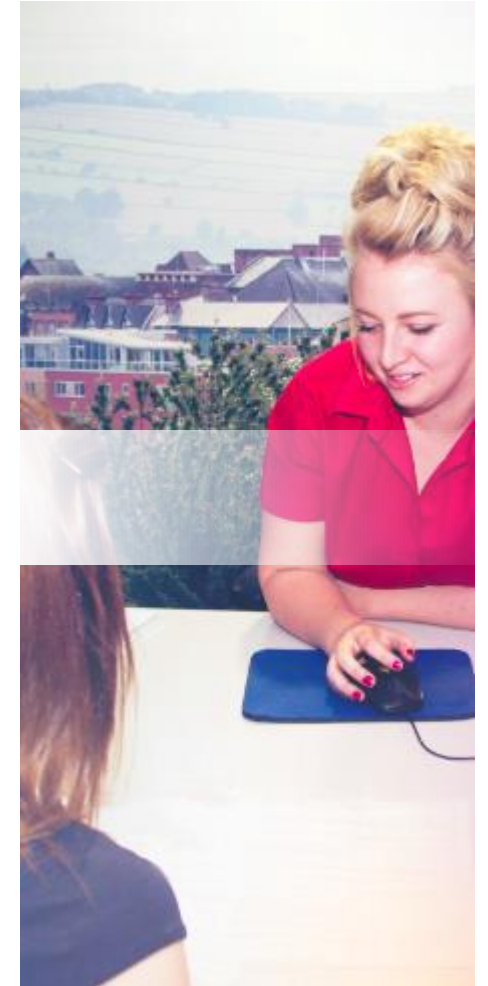


DBS Checks

- Request received via HR Portal
- RPA picks up the request, transferring the data to the online DBS system
- Email sent back to manager confirming application has been submitted
- Submissions with information missing are emailed back to the Line Manager to complete correctly

DBS Returns

- RPA will pick up DBS returns emailed back from the DBS Service
- RPA recognises returns which are clear and stores the return within the HR system within the employee record
- Email sent to Line Manager to inform them the DBS return is satisfactory
- Any return showing as unsatisfactory are emailed to the HR team for further action



Which HR Processes Did We Automate?

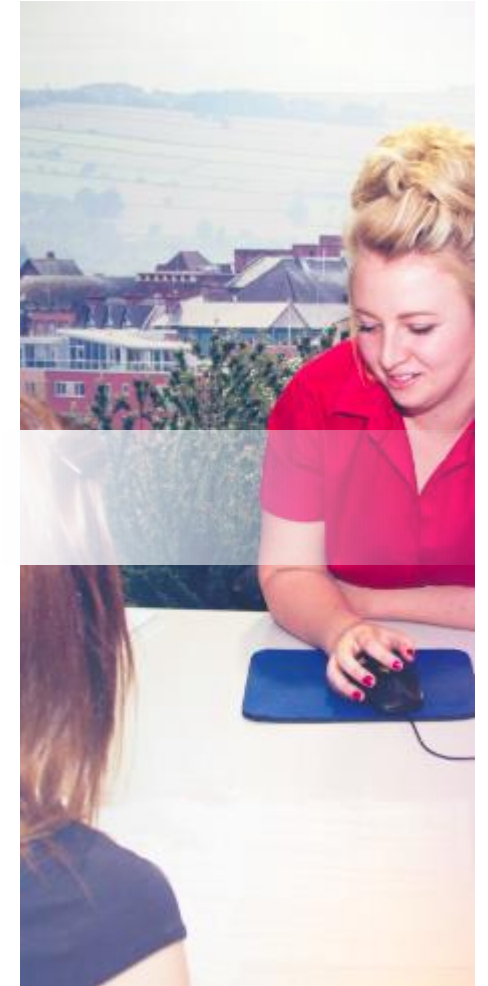


Employee Changes

- Requests received via Employee Portal relating to name, address, telephone number emergency contact etc.
- Match of data between HR system and Employee portal carried out with differences reported
- RPA extracts data from report and updates HR system with updated details

Contract Expiries

- RPA picks up monthly report showing contracts due to expire within the next month
- RPA splits report into each Line Manager and emails for an update on whether the contract will renew or expire
- RPA receives management update and provides new contracts for employees whose contract has been extended



Benefits



Time and cost savings



No integration with legacy systems required, reducing setup costs



Automating 12,000 processes has **given back 1000 hours**, allowing the employees to focus on key HR issues

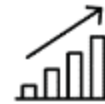


Arvato's DBS solutions have delivered a cost-per-process reduction from **£1.50 to £0.10** on DBS requests, **£1.11 to £0.05** on DBS returns and **£1.11 to £0.15** for updating an employee file



Introducing automation is expected to reduce the **cost per transaction by up to 95%**

Greater accuracy and compliance



HR tasks are processed with **100% accuracy**



Processes are auditable, ensuring compliance with all statutory and legal regulations

Benefits



Employee satisfaction



Removal of repetitive tasks has improved **job satisfaction** and increased employees capacity



Employees have **developed new skills** through managing and analysing the exceptions produced by RPA, to further improve processes



Arvato has provided consultancy and trained council employees to manage the technology and become RPA developers



Operational team have the autonomy to decide when human intervention may be required

Improved service quality

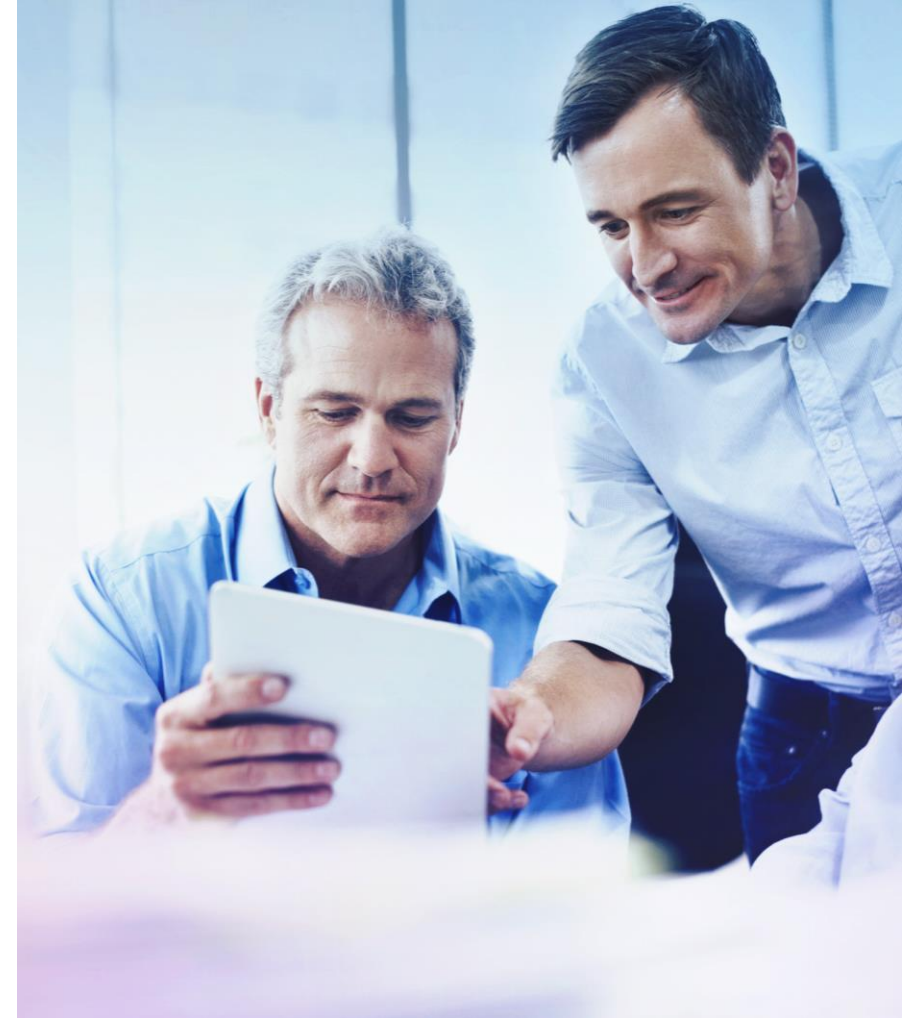


Removing repetitive processes has freed up time for employees to **focus on more proactive work**

Lessons Learnt



- Know your process thoroughly before you embark on RPA
- Involve the employees who are actually doing the work in the development of the automated processes
- Communicate the need for introducing RPA to all stakeholders to ensure buy in
- Share the learning across the organisation to maximise the potential of the technology



The Future Of Automation At Neath Port Talbot



- Arvato to assist with the adoption of RPA within the wider Council services
- Governance team established involving all key stakeholders (Operations, ICT, Senior Management)
- Work with Arvato to review new technology linked to RPA
- Further training for more Council employees to develop RPA

“Smart & Connected has been developed to help us maximise the benefits of digital technology. We are keen to explore the efficiencies and improvements we can deliver through RPA, which will free up more time to help us deliver outcomes for residents and create a better working environment for our employees.”

“The technology represents real progress in transforming how we structure and deliver human resources. We’re looking forward to seeing the full range of benefits RPA can offer and to working with Arvato, who have proven themselves to be at the forefront of providing RPA solutions to the public sector, to drive these changes.”

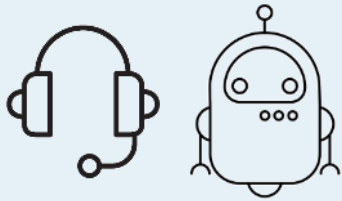
Councillor Anthony Taylor, Deputy Leader of Neath Port Talbot Council and Cabinet Member for Transformation

RPA Is Here And Still Evolving



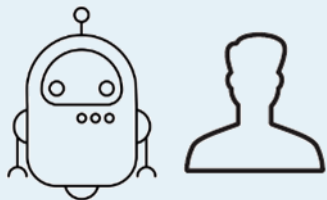
Agent augmentation

RPA supporting agents to do their work more efficiently (mostly while dealing with customers)



Backend automation

RPA automated back-end processes with limited human interaction



Now

- Automation of all high-volume and repetitive tasks
- Full ability (across platforms) to retrieve and enter information
- First use of analytical skills

In three years

- Analytical skills to be added to existing capabilities
- Adding of cognitive capabilities to existing solutions
- First use of speech recognition and other AI solutions

In five to ten years

- Full use of AI
- Repetitive tasks performed with minimum / no human interaction

Trend to include AI

- Carrying out most back-office processes end-2-end with minimum human interaction (if no judgement required)
- Full use of AI (focus on self-learning)

Source: Arvato, A.T. Kearney

Automation Is Becoming Visible In All Areas Of Our Lives



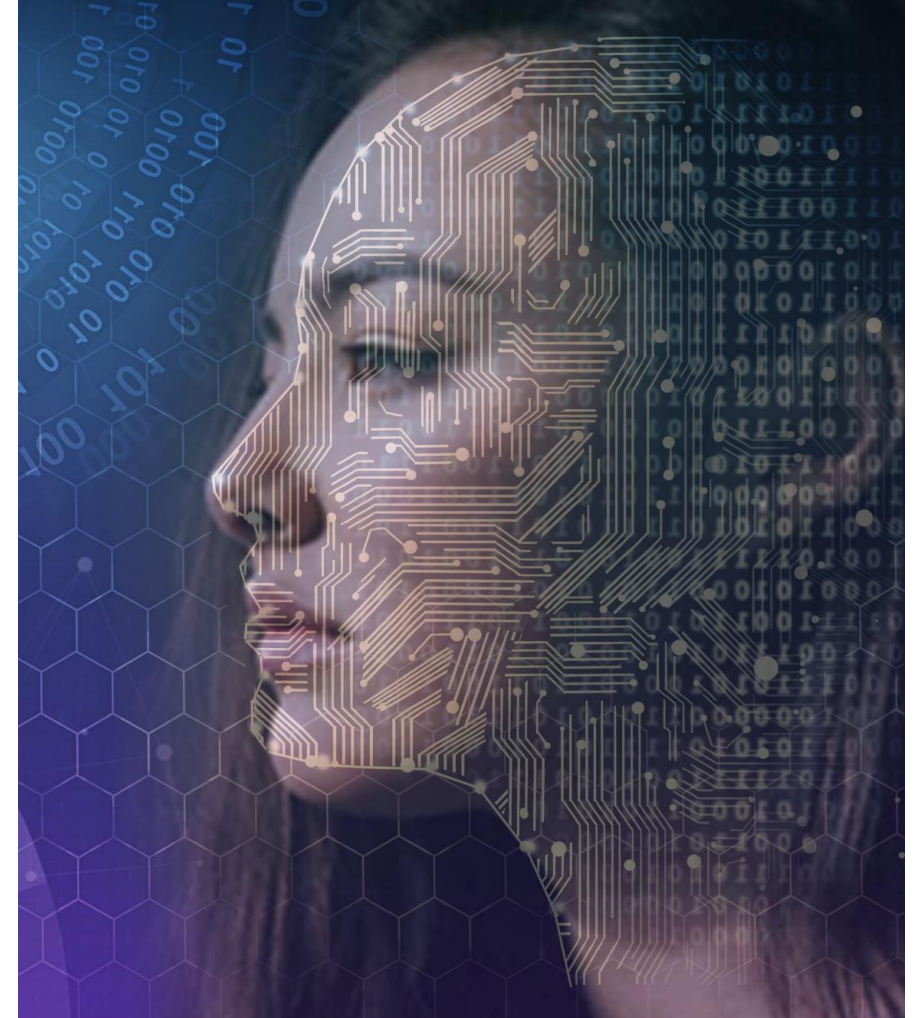
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“AI could someday not only assist businesses in doing their jobs more efficiently, but also **bring a more human touch back to service.**”

New York Times

“In the future, **every decision** that mankind makes is going to be **informed by a cognitive system**, and our lives will be better for it”

Ginni Rometty, CEO, IBM





Thank You

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