

# The realities of delivering sustainable change through Intelligent Automation

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The City of Edinburgh Council



# The City of Edinburgh Council

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## Intelligent Automation Centre of Expertise

Established in March 2018 with 5 Council staff plus EY contingent

Customer and Digital Services Division

Currently working with Customer Services and Business Support areas

## Automations

15 live automations including landlord registrations, parking permit renewals, flexi-time adjustments and discretionary housing payment applications



# Key Areas

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1. Partnerships & preparation
2. Alignment
3. Achievable goals & realistic expectations
4. Lexicon (language/terminology)
5. Understanding the fears



# Partnerships

Finding the right ones that work for you

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## Build your self-sufficiency

Train your existing staff to deliver your automation programme, keep the business knowledge front and centre. Find the right partners and build strong relationships

## Automation Partner

The people who train and support your IA staff and potentially make up part of your team



## ICT Provider

Whether Internal or external, they will provide the necessary infrastructure and access to the majority of apps – you need to build a strong partnership



## Application Partners

Potential to offer your automation services beyond your organisation

blueprism



# Preparation

## The building blocks to establish

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Infrastructure

### Technical Knowledge

The environments, the Virtual Workers and the applications



Pipeline

### Business Knowledge

Processes that have been assessed, validated and prioritised – these will come from the business teams



Play Book

### Procedural Knowledge

How, why and when you are going to do things – this will develop over time.



Business Change

### People Knowledge

Start early, involve the business teams, lean the processes where you can



# Alignment

Get those stakeholders aligned towards the common goal

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## Key Staff

Senior Responsible Officer

Technical wizards

Champions and advocates

Movers and shakers



## Prioritisation

Establish the criteria

Allow new opportunities to  
bubble up

Don't be afraid to move things  
around



## Communication

Clear channels

2 way street

Drive the message to the  
target areas



## Governance

Simple but robust

Escalation of blockers

Report issues to the obstacle  
movers



# Achievable goals and realistic expectations

Find out what you need to do and understand what it will take to get there

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## What do we want to achieve?

- Savings
- Capacity unlock
- Efficiencies
- Improved customer journey



## How do we measure success?

- Cashable savings
- Refocusing resources
- Quicker processes
- Faster service delivery



## How long will it take?

- Development
- MVP
- Testing
- Moving through the environments



## Getting process live?

- Processes into production
- GDPR
- Security
- Communications



# Lexicon

Perhaps robot is not the best term when it comes to automation...

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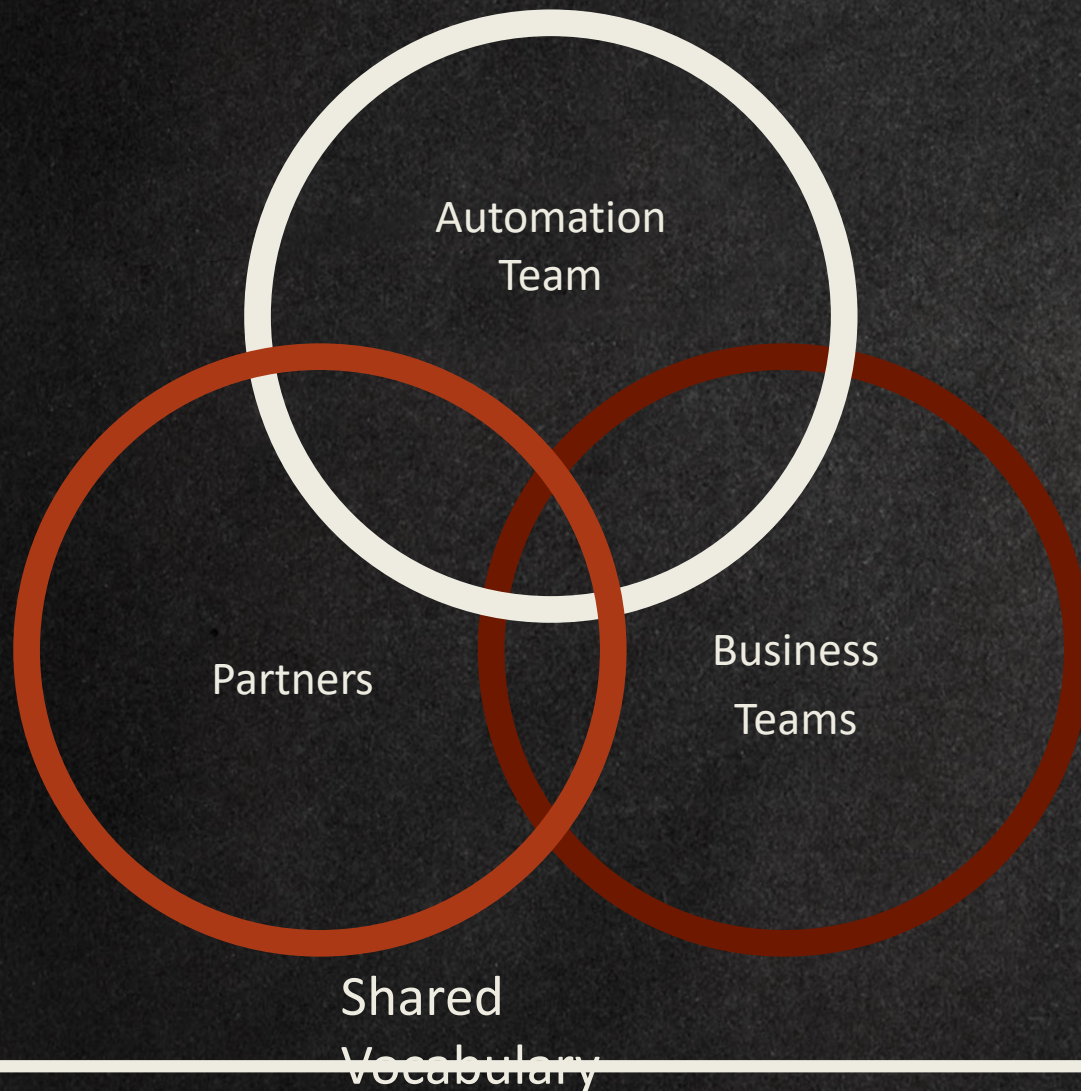
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## Robots

Reporting of 'Robots' can have numerous negative connotations. Historically, new automation technology has often caused conflict

## RPA

Intelligent Automation instead of RPA (Robotic Process Automation)

## Virtual Workers

Reinforces the idea that they are part of the existing team, doing the heavy lifting of high volume transactions and freeing up staff time for higher value tasks



# Understanding the fears

Human relationships are what should matter

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## Revolutionary

Be cognisant that IA is a revolutionary step in business administration for most of the work force

## Fear Factor

Be aware that the pace of change in the IA project will inadvertently highlight the inefficiencies in other areas of the organisation

## Opportunities

Understand that there will be opportunities for staff to retrain and develop new skills

## Positive Outlook

Celebrate the fact that it enables the refocus of resource, time and effort into those necessary positive interactions



# Closing thoughts

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IA should be a core part of the new ways of working and structures in your organisation.

EY has identified 6 key lessons for public organisations

- 1) Create new structures and entities to drive innovation
- 2) Build agile and autonomous teams
- 3) Engage and collaborate with external bodies and stakeholders
- 4) Put the customer front and centre
- 5) Learn from the disruptors
- 6) Focus on the next stage of the journey



# Many thanks

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