



HMRC advisers use robots to reduce call times by up to 40%

Automation software is improving customer service and job satisfaction

Automation Snapshots

- Robotics dashboards are being used by over 7,500 contact centre advisers to cut call times by 2 minutes
- One of the RPA dashboards reduces the number of mouse clicks advisers make during a call from 66 clicks down to only 10 clicks
- Employer Registration of around 300,000 applications a year is now fully automated and only around 15% of cases are reviewed by the exceptions handling team

Robotic solutions based on ideas from staff

HM Revenue & Customs (HMRC), the UK tax authority, is automating processes to give a better service to customers as part of their wider digital transformation. Staff identify time-consuming clerical tasks that can be automated so they spend more time on the customer-facing aspects of their roles. Robotics solutions include dashboards that automatically open relevant case files for contact centre advisers to answer customer queries more quickly, and end-to-end processing of first time employer registrations.

Robotic Process Automation (RPA) is delivered from HMRC's Automated Delivery Centre (ADC), which Capgemini helped set up and run. The ADC opened in April 2016, and delivered 14 industrialised projects in its first eight months and has a further 30 projects in flight or scheduled. Building on this success, HMRC is extending its robotics development capability to business teams, so they can build their own automation solutions using ADC governance and processes.

Automated processes for better customer service and efficiency savings

HMRC's digital transformation includes innovative use of robotics solutions for better services to customers that reduce costs for HMRC.

Solutions that automate and speed up repetitive processes include:

- **Dashboards for contact centre advisers**

Dashboards give information and guidance straight to advisers' computer screens, using robotics to automatically open files from a number of different systems so they can answer customer questions quickly and accurately, cutting call times by up to 2 minutes. For one of the dashboards, advisers previously had 66 mouse clicks to navigate different systems for relevant information which they now get in 10 clicks. This real-time process optimisation allows advisers to quickly identify customer details, in order to provide the correct guidance.

- **Employer registration end-to-end processing**

Robotics is used in the employer registration process to validate data from online applications and provide a unique reference number to new employers so they can start employing staff for the first time. If problems with the application are detected, robotics assigns cases to an exceptions handling team. Around 85% of applications are processed automatically, and employers who register with HMRC to start paying staff receive confirmation three times faster than before. Automated services like employer registration reduce processing costs by around 80%.

RPA is being used to automate time-consuming clerical tasks and link digital services and back-office systems for end-to-end processing, without significant IT development effort.

The collaborative approach:

HMRC's Automated Delivery Centre (ADC) manages Robotic Process Automation (RPA) solutions from two UK centres which are co-located with Digital Delivery Centres. The ADC is made up of multi-disciplined teams of experts from HMRC and Capgemini who manage best practice robotic automation delivery across multiple projects.

Robotics process, technology and digital specialists work with business owners to understand user requirements for business solution design and service management. They work together using agile methods to build, test and iterate robotics solutions quickly, and to ensure the automation will boost productivity and reduce processing costs.

The ADC evaluates project ideas which come from staff across the organisation. Viable suggestions are put forward to the Robotic Automation Board for review, and the ADC manages the pipeline of proposals and delivery. When projects are approved, ADC teams ensure solutions are built around user stories, and automation components are re-used to minimise IT development work. It can take as little as five weeks to take ideas through the Discovery, Alpha, Beta and Live phase.

HMRC's use of robotics to improve customer experience and staff job satisfaction is a leading example in UK Government.

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HM Revenue & Customs (HMRC), the UK tax authority, is responsible for making sure that the money is available to fund the UK's public services and for helping families and individuals with targeted financial support.

For more information, please visit:
www.hmrc.gov.uk

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