



symphony3

Citizen Improvement Value Framework

Version 1



Introduction to the CIV Framework

The Citizen Improvement Value (CIV) Framework has been developed for local governments to measure the improvements gained by digitising services. Public sector organisations are different to the private sector and are expected to deliver public value for the community, its citizens and our broader society.

As such we've developed the CIV Framework with one eye on the key aspects of public value:

- **Economic Value:** Efficient use of public resources to create economic benefits, such as job creation, infrastructure development, and economic growth.
- **Social Value:** Enhancing societal well-being, social equity, and inclusion through service delivery.
- **Political Value:** Strengthening democratic participation, transparency, and accountability in governance.
- **Quality of Life:** Improving citizens daily lives through better public services, safety, environmental sustainability, and overall community well-being.
- **Trust and Legitimacy:** Building public trust in government institutions through effective service delivery, ethical leadership, and responsiveness.

For local governments, digital transformation is a means of delivering public value. Councils are investing in integration tools, digital experience platforms (DXPs), AI and predictive analytics to deliver better community outcomes. These outcomes include streamlined processes, reduced costs, and improved service delivery.

The CIV Framework allows local governments to estimate and measure how improving digital services can benefit the broader community, individual citizens and the organisation and its employees.



This is version 1 of the framework and we are seeking feedback from all interested parties on how we can improve and extend it. Please send your feedback to info@symphony3.com.

What the CIV Framework measures

Over many years working with local governments we recognised that many council employees were still performing a large number of time-consuming, costly, manual tasks. These tasks also drained the morale of employees.

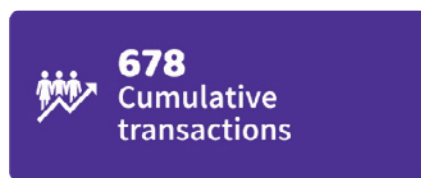
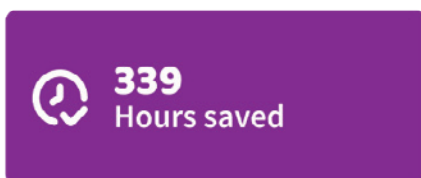
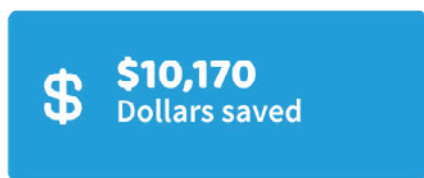
Many manual tasks are easily automated via integration, and we've helped dozens of councils do this over many years. However, once these projects were completed, the cost and time savings associated with these improvements were not being captured or reported back to the organisation.

The CIV Framework was developed to allow organisations to measure the time and cost savings, associated with the integration and automation of online services.

With the launch of our new SmartGlue platform we incorporated a simple dashboard to display time and cost savings. It is being used by local governments across Australia and New Zealand.

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Citizen Improvement Value

In rolling out the dashboard, we realised many public sector organisations lack a framework to estimate the potential benefits of future digital initiatives, to measure implemented initiatives, or to accurately benchmark their digital progress against their peers. As such, we've broadened the scope of the framework.

The extended framework primarily considers the just cost and time-savings associated with automation and integration, but also incorporates the broader benefits of digital services. It also considers the impact of technologies including Automation and Integration platforms, Gen AI agents and bots, Digital Experience Platforms (DXPs), Machine Learning and Predictive Analytics.

The CIV Framework allows Councils to consider, estimate and (in some cases) accurately measure:

1. Fiscal benefits to the organisation:

- Cost savings achieved
- Time savings achieved
- The number of transactions (each service may involve multiple transactions) automated and improved
- Cost savings associated with reusable service technologies

2. Benefits to Citizens:

- Reduced time to deliver services
- Improved accessibility of services (faster, easier / less effort), available 24/7)
- More secure service delivery

3. Broader benefits to the organisation and the Community:

- Enhanced brand perception in the community
- Improved transparency of service delivery
- More equitable and accessible service delivery for all
- Improved customer satisfaction with services – happier citizens
- Improved staff morale

The CIV Tools

Symphony3 has developed two tools that bring the framework to life and allow local governments to estimate and measure the Citizen Improvement Value (CIV) of their digital initiatives.

The CIV Business Case Builder

The CIV Business Case Builder is a tool to support business improvement teams to evaluate existing services, and to estimate the impact of transforming the service. It allows business improvement teams to discuss and assess the benefits service improvement will bring to the community, its citizens and the organisation. Its outputs form the basis needed to build a compelling business case for change.

Available online at www.symphony3.com/CIV.

The CIV Dashboard

The CIV Dashboard is embedded in Symphony3's SmartGlue platform and measures automated service delivery in real-time. This tools measure actual impact of live integrations and automations.

To learn more or to get a demo visit www.symphony3.com/Demo

How to Use the CIV Tools

The CIV Business Case Builder is a tool for business improvement teams to utilise when they are deciding which services to transform. It is a survey and facilitation tool that can be used by teams to open up broader discussion around service transformation. It can be used to:

Plan digital transformation initiatives:

- Use the CIV Business Case Builder to identify and prioritise services that offer the highest value when digitised.
- Focus on “low-hanging fruit” services that deliver significant benefits to the community and the council.

Build a business case for service improvement:

- Use the CIV Business Case Builder to support a data-driven decision-making mindset around each service.
- Support business cases with clear evidence of expected benefits.

The CIV Dashboard enables you to measure the benefits of service improvement in real-time once a new digital service is live:

- Track cost and time savings on a daily, weekly, monthly, or yearly basis.
- Quantify the positive impacts on the community and taxpayers.



**To get started visit www.symphony3.com/CIV
Good luck on your service improvement journey.**

Background & context of the CIVs

The sections below provide some observations of digital transformation in local government and our approach to local government service improvement.

Digital Transformation and Improvement of Service Delivery

In this section we simplify what digital transformation is and is not. It is a point of view based on years working with local governments both large and small across Australia and New Zealand. We encourage feedback and alternative views.

Digital Transformation – Evolution not Revolution

Digital transformation in local government primarily focuses on improving service delivery rather than reimagining business models. (We consider business model reinvention as new ways to deliver the outcomes required by the community, using new services and re-imagined services). Limited resources, political will, and regulatory constraints often make holistic business model transformation unattainable. While GenAI promises wholesale service reinvention, at the time of writing total transformation of local government business models remains a dream, often promoted by large multi-national consultancies. Pursuing this approach is high-risk, with the consultancies often the only ones to gain any benefit.

Instead, most successful transformations in local government have been incremental changes to distinct services. **Evolution not revolution.** It can be argued that this approach is sub-optimal, with critics defining it as simply replacing a bad process with a bad digital process. The counterargument, and one we subscribe to, is that by focusing on improving a distinct service, you can identify process improvements that are incorporated in the new digital service. The important thing to consider is end-to-end improvement of that service.

In the local government landscape, with scarce resources and internal technical skill deficits, we firmly advocate incremental, end-to-end improvement to services as the best way to deliver benefits to the community and the taxpayer, and the most effective way to find cost and time savings.



The CIV Framework measures these improvements.

Avoid Siloed Thinking

It is important to distinguish between incremental improvements to end-to-end services and siloed initiatives. Many councils adopt fragmented approaches due to resource constraints, fixed structures, and traditional cultures. An initiative may be driven by available funding for a specific department, or a specific function, leading to a myopic view of digital innovation that does not consider the big picture. Other initiatives are driven by big picture thinking, with little consideration of the practicalities.

Typical examples include:

- **Citizen Experience (CX) Strategies:** These often improve front-end interactions (e.g., websites) but fail to address backend service complexities. The front-end looks great but the experience quickly falls apart when customers try to access services delivered using functional systems such as ERPs, Planning, Asset Management, Booking systems and more.
- **System Rollouts:** Moving from on-premise to cloud-based ERPs improves internal processes. These initiatives are often touted as holistic digital transformation projects. This is misleading as an ERP replacement (and many large-scale system replacement) does not by default enhance citizen-facing services. In addition, an ERP in Local Government will generally manage no more than 60% of the services council delivers. Arguably replacing an ERP makes little difference to how effective it is in delivering services to the community. If processes, technology and skills are aligned then any ERP is as effective as the next. How the ERP interfaces with the public is generally an afterthought (with ERP vendors selling customer portals) or not thought of at all.
- **Mobile App Development:** These often occur when funding is provided for digital innovation in distinct department. While some deliver value, many are standalone, simply duplicate existing processes, and the long-term implications have not been considered. We've seen large amounts of money wasted on developing apps for community portals, waste and much more.

True digital transformation needs to consider service delivery end-to-end, needs to be capable of integrating seamlessly with other systems and initiatives and must always keep the benefit to the customer (internal and external) in mind.



So, what does successful digital transformation require?

Key Components for End-to-End Service Improvement

Digital transformation of a service requires a unified presentation layer, combined with secure, integrated, backend systems and clean data.

These components enable successful end-to-end service delivery.

The key components outlined below are all interconnected and co-dependent. Each component can't deliver the desired benefits without the support of the others. The CIV Framework is a tool to help you ensure each component is present in every digital initiative and allows you to consider the outcomes each component should deliver.[1]

1. Unified User Interface (UI) and Customer Experience (CX):

- Provide a single, easy-to-use interface for accessing services.
- Ensure the design aligns with citizen expectations for usability and simplicity.

2. Functional Systems:

- A system is purpose-built for specific tasks. Use it to deliver those tasks.
- Avoid retrofitting systems for unintended purposes.

3. Integration:

- Employ APIs as the “glue” connecting UIs and functional systems together. More often than not multiple systems need to be connected for one service to be delivered end-to-end.
- Use integration platforms for efficient management and monitoring of data flows.

4. Data:

- Maintain clean, complete, and standardized data.
- Leverage data insights to continuously improve services.

5. Infrastructure:

- Ensure systems are secure and reliable and scalable.

Integration

Integration and automation should not be treated as separate initiatives. Automation is a logical outcome of an effective integration strategy. Through an integration lens, transformation projects should aim to:

- **Connect:** Ensure systems are linked using modern standards.
- **Secure:** Guarantee robust security for all connectors and dataflows.
- **Automate:** Streamline and automate the dataflows between systems.
- **Monitor and Measure:** Continuously track and measure the performance of integrations.

Service Improvement in Plain English

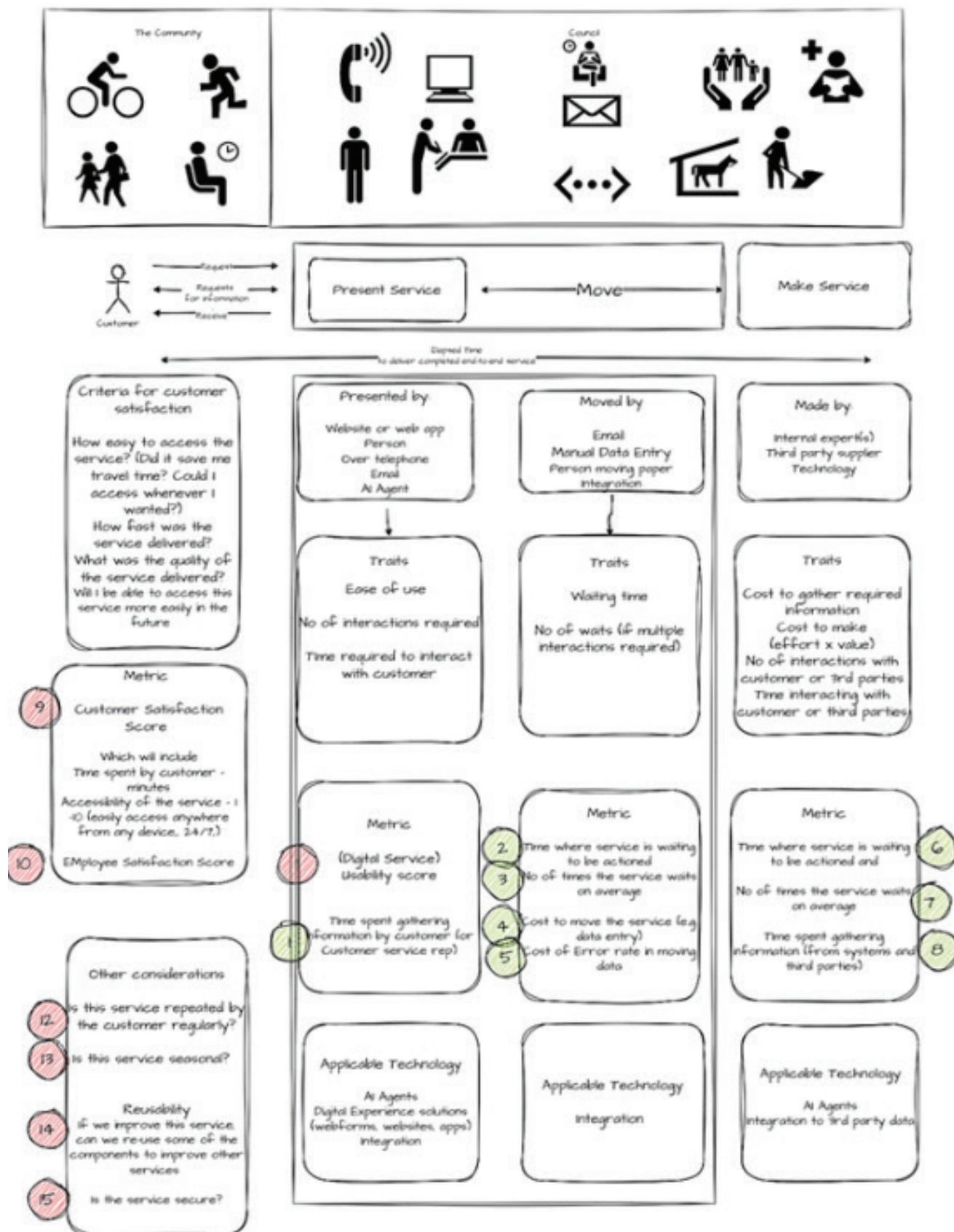
Simply put digital transformation is business improvement.

Let's remove the jargon: we are simply trying to improve the business by applying new technology to improve service delivery.

To be successful keep it as simple as possible and focus on incremental improvements to existing services. Complete reinvention of service delivery rarely results in successful transformation initiatives in a local government context (and we'd love to be able to say otherwise!).

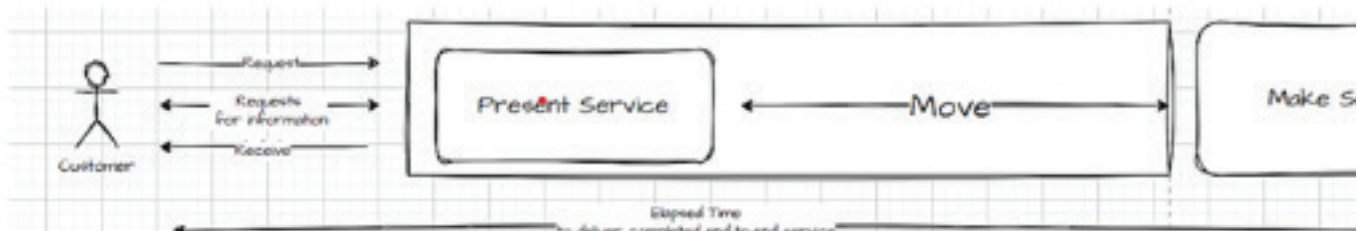
[1] For an in depth technical explanation of these components get in touch with us at www.symphony3.com

Key Components for End-to-End Service Improvement



Understanding the components of a service

Some simple concepts should always be kept in mind when looking at service improvement.



1. Services are delivered to a customer – this can be a citizen or an internal employee. Examples include:

- A homeowner applying for a planning permit
- A mother accessing maternal health services
- A citizen lodging a request to fix a pothole
- An employee seeking expense reimbursement
- A councillor looking for council meeting documentation

The CIV Framework is a way to measure the improvements we can make to all of these services.

2. To deliver a service the organisation must do two things; “Present” the service and “Make” the service.

- “Presenting” the service defines how the customer gets access to the service. This could be via telephone, face to face or live chat with a customer service rep, or via a hard copy form or application. There may also be the requirement to “move” this service from one department (and system) to another. This is often from a customer service officer taking information from a telephone conversation, an email or a CRM system and entering it into another functional system (e.g. planning system).
- “Making” the service usually involves a subject matter expert who applies their expertise. For example, a planner approving a planning permit. To do their core job they may also have ancillary tasks such as collating information from 3rd party systems or suppliers, or requesting more information from the customer

The effectiveness of a service will be judged on the considerations below.

3. Delivery considerations:

- Ease of use for citizens and staff
- Effort required to process and deliver services
- Time and cost associated with service delivery

4. Time considerations:

- Invested Time: Time spent by citizens and staff to apply or process requests.
- Waiting Time: Delays in processing due to system inefficiencies.
- Elapsed Time: The total time from request submission to service completion.

The considerations above are generic enough to be applied to any service delivery improvement initiative. The CIV Framework provides a mechanism for measuring all of the above.

Conclusion

The aim of this document has been to introduce the CIV Framework, the rationale behind its creation, and to explain where we think it can be empowering councils to:

- Plan and prioritise impactful digital transformation initiatives.
- Build compelling business cases for change.
- Measure and communicate the tangible and intangible benefits of digital transformation.

We will continue to improve and enhance the Framework, and we encourage your feedback on what should be included in future enhancements.



To get started visit www.symphony3.com/CIV
Good luck on your service improvement journey.