Contextual Note
Balancing Service Design, Service Delivery and Security

This note discusses the importance of balancing effective service design, delivery, and security.

Achieving results while ensuring the safety and security of your workers and customers requires a careful balancing of: service design; service delivery; and physical security.

For example, halting or limiting face-to-face services can seem like an easy option for eliminating risks associated with face-to-face service such as customer-initiated violence. However, making such a change could fundamentally undermine how your customers respond to your services. It can also result in some residual face-to-face transactions that are, on average, more difficult and risky. Some services are better delivered in person. In such cases, delivering services online creates poorer outcomes.

Similarly, using physical security solutions such as barriers between customers and workers can help manage risks such as customer-initiated violence. However, depending on the nature of the services and customers you are dealing with, it can also negatively impact customers' experiences.

It is good practice therefore that agencies consider how design, delivery and security work together and how potential solutions impact effectiveness. An integrated approach to design, delivery, and physical security can include the following:

- understand how customers and workers experience the service delivery environments and the nature of the service; good customer data and feedback from your frontline workers can inform your service and security design

- consider security at the earliest stages of service design, to ensure security is designed in from the beginning, and carried through implementation, planning and delivery phases

- measure service effectiveness and security together; the resulting data can enable you to dynamically reassess risks and adjust your service/security operating model if necessary. Frontline workers are one of the best sources of insight on how service and security are working together in practice.

Thinking about the environmental context in which your services are delivered is also a critical aspect
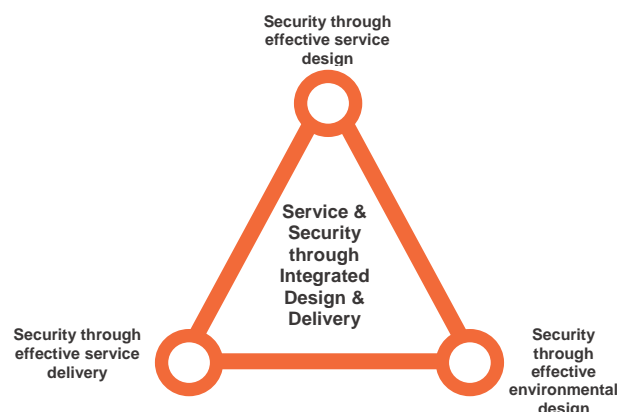

Figure 1: Security through integrated design and delivery: Effective security is more than just alarms and physical barriers, it also involves how your services are designed and delivered. An integrated approach to security is required.

of effective service and security design. Location, including the potential for co-location with other agencies, is an important consideration which can present opportunities for smart service and security design solutions.

When an agency co-locates, it should take into account the design, delivery and security arrangements of the other agencies. Agencies with differing delivery models or security arrangements can still be compatible. However the way agencies deliver services in co-located spaces can impact on all service providers in that space.

When co-locating agencies should consider, from the earliest planning stage, how all of the services will be delivered in the co-located space and work through any issues and opportunities. This includes assessing the combined security risks of the co-located parties – as the combined risk specific to the co-location is different from the aggregated risk of the individual functions.

Even if services are delivered from single occupancy locations, it is good practice to consider other services and businesses located near your vicinity and what this means for both service opportunities and security risks.

Being a good neighbour can include building relationships that enable appropriate sharing of threat information, and good security management practice for the area; and identifying service delivery synergies which improve outcomes and contribute to security management.

Overall, it is important to recognise that how you design, deliver, and secure services requires a delicate and on-going balance between these elements. Balancing these and delivering great service is hard - but it is essential.

New Zealand Government