## Service Delivery Groupings

Different functions performed in front-facing service spaces carry with them differing risks. We have grouped the functions into the four following broad risk groupings. It is important to note that these groupings relate to particular functions and not agencies. Agencies may have multiple functions within their responsibilities and/or dynamic functions that flow in and out of these groups due to higher periodic risk exposure.

## Future - Navigating by Risk

An alternative way into the content is to consider the risk and operating context of the particular function you are thinking about in terms of health, safety and security. The following four risk groupings can help organise and index content that is relevant for particular risk profiles. As users become more familiar with these functional groupings, the guidance that is generated will progressively reference them. This will in turn narrow user browsing of content so that agencies can easily find their function, view it in context, and both utilise and expand on what others have done. In time, this approach is expected to augment current 'communities of practice', and stimulate sharing between like functions.

| Group A | Group B | Group C | Group D |
|---|---|---|---|
| These are functions with obligated or involuntary customers that have high or complex needs. Services are delivered in highly controlled environments or delivered in the community by warranted/sworn officers. The likelihood of consequences of uncontrolled events is at the highest levels. Regulated structured transactions occur. These functions occur in high security environments with deep security expertise. | These are functions with a mix of customers including high and complex needs and voluntary and involuntary transactions. Services are delivered in open, customer-focused spaces with some controlled spaces or delivered in the community. The likelihood of uncontrolled serious consequences are at moderate to higher levels. Restricting or channelling services is possible. Sensitive, complex and dispute prone issues are transacted in these functions. | These are functions the same as Group D, i.e. with a mix of customers including high and complex needs and voluntary and involuntary transactions. These functions have temporary or individual states of heightened caution, while the usual state is otherwise benign. The likelihood of uncontrolled serious consequences will sometimes temporarily shift from lower to moderate levels to higher levels. These functions can be delivered in public spaces such as public meetings. | These are functions that have limited contact with the general public or have little public facing services. These functions usually occur in a more compliant environment and the likelihood of uncontrolled serious consequences are at lower levels. Service transactions are generally driven by clients. Informational type transactions and meetings occur. These functions can be delivered in public spaces such as consultations or engagement |

## Functions in each risk grouping should consider or have the following things in place:

| Group A | Group B | Group C | Group D |
|---|---|---|---|
| Clear workplace violence policy statements are in place. Integrated with H&S policy – promulgated and visible<br><br>Reviewed operational policies to ensure they are fit-for-purpose and appropriately cover front-facing service delivery functions<br>Ensured internal information arrangements enable operational areas and events to be factored into planning and management for front-facing service delivery functions<br><br>Tested and adjusted solutions<br><br>Safety and security systems for front-facing service delivery functions tested<br><br>Re-assessed risks in front-facing service delivery functions<br><br>Ensured training for staff in front-facing service delivery functions is up-to-date and reflects threat level<br><br>Escalation and recording processes for incidents and threats | Clear workplace violence policy statements are in place. Integrated with H&S policy – promulgated and visible<br><br>Implemented a range of performance and monitoring measures to inform governance and learning loops<br><br>Regular testing and updating of systems and procedures (e.g. practicing drills)<br><br>Implemented comprehensive design solutions integrating service design, delivery, and environmental/property solutions covering area such as:<br>• Fixtures & fittings<br>• Psychological design<br>• Access, egress, perimeter security and lighting<br>• Surveillance (active such as CCTV and passive such as glazing and line of sight)<br>• Alarms (including duress and personal)<br>• Staffing levels<br>• Alternate high risk customer delivery<br><br>Implemented operational policies:<br>• Threat identification and management<br>• Clear trespass policy<br>• Incident and emergency responses<br>• Post incident management and support<br><br>Completed comprehensive risk assessments by:<br>• Sites<br>• Customers<br>• Services or functions.<br><br>Trained and supported staff:<br>• Recognising threats<br>• Managing threats (de-escalation etc.)<br>• Responding to threats<br>• Post event coping<br><br>Regular audit and review<br><br>Implemented information sharing arrangements<br>• Nationally<br>• Locally<br>• With key partners – e.g. Police | Clear workplace violence policy statement are in place<br><br>Reviewed front-facing service delivery functions areas against Group B environmental/property solutions.<br><br>Identified potential triggering pre-conditions or events & commenced monitoring for those conditions and events<br><br>Implemented operational policies:<br>• Threat identification<br>• Incident and emergency responses<br>• Post incident management and support<br>Trained front-facing service delivery functions staff:<br>• Recognising threats<br>• Managing threats (de-escalation etc.)<br><br>Staff awareness and culture | Clear workplace violence policy statement are in place<br><br>Reviewed risk assessments by:<br>• Sites<br>• Services and functions<br><br>Safety and security systems for front-facing service delivery staff<br><br>Duress alarms, monitoring and supporting procedures<br><br>Regular testing and updating of systems and procedures (including things like practicing drills)<br><br>Provided practical guidance and tools to staff:<br>• Identifying & assessing threats<br>  o Threat indicators<br>  o Threat assessment tools<br>• Managing incidents<br>  o Critical incident management<br>  o Alert levels e.g. lockdown, etc.<br>  o Legal remedies<br>• Post incident management and support<br><br>Ensured front-facing service delivery functions staff are aware of available guidance |