

## STRATEGY



RedQuadrant Ltd working with  
Peterborough City Council

## Peterborough City Council, Communications Service Review

**This project focused on understanding the current service delivery model and underpinning team structures, and asking what was required of a Peterborough communications service to develop a service model that was efficient, effective, and sustainable, reflecting the principles and objectives of Peterborough City Council.**

### **The challenges:**

The previous model was reactive, and the team faced capacity challenges. The team was expected to respond swiftly and resolve issues immediately but often missed opportunities to adopt a proactive approach, especially regarding project work. There was limited capacity to analyse the impact of communications on our community, meaning there was no way to identify wasted effort or failures to reach and engage residents. The budget had already been finalised, so financial constraints could not be altered. We needed to leverage internal expertise to consider alternative service delivery methods, conduct an assessment to accurately determine capacity, develop an effective service model that maintained a balanced budget, and explore recommendations for innovation and growth.

### **What we did differently:**

Using an Agile approach, we facilitated workshops that enabled the team to reflect on the core elements of a communications service. This process developed into a high-level operating model, from which they identified the services they believed they should be delivering and whether these

aligned with customer expectations. We collaborated with the team to consider what demand looked like and how it could be 'triaged' through a single channel, balancing proactive and reactive activities. Taking time to think about where accountability and responsibility should sit within a model with the necessary skills, knowledge, and experience to deliver services led to the development of a new model different from initial ideas. A time and activity analysis provided an assessment of the team's capacity and the evidence needed to justify requests for additional resources.

**Outcomes:**

The outcome of this project was the design of a communication service delivery that could be implemented within budget. Service areas and functions were aligned with the core elements of an effective communication service, and roles were considered that not only improved resilience within the team but also defined career pathways for staff.

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