

## London Borough — review of trading companies

*“Your approach was really refreshing and helped us focus on what could be achieved with the current trading arrangements and what needed to be done to get there. The alternative option, to in-source services, was clearly articulated and ultimately helped members make a well-reasoned decision,”*

Senior client, London Borough Council.

### Key achievements

- Two substantial trading companies were reviewed for future viability, potential profitability and shareholder control
- ECS developed a clear pathway to make the most of existing markets, whilst only pursuing new business in alignment with the shareholder's ethos
- Shortcomings with prevailing governance and control were identified and a rectification plan developed
- An assessment of existing and new markets was carried out
- A new commercial strategy was developed to ensure future growth in line with shareholder wishes or alternatively to bring te services back in-house

### The brief

ECS were asked to evaluate commercial options for two existing and long-standing trading companies. The client had concerns over companies' governance and a recent fall in profits, despite healthy turnover. We were asked to investigate and share our findings and recommendations with the client.

### The work

ECS carried out a thorough investigation of the companies' operations, finances, capabilities and markets as well as the prevailing governance arrangements. Staff from the shareholder, the companies and a selection of their clients were interviewed at length as part of the process. The final outputs were tested thoroughly with senior stakeholders before being put to members.