

## London Borough — contract and alternative delivery options for customer services and debt collection

*“ECS were invaluable in helping us articulate and plan for alternative delivery models for critical resident facing services. They were quick to establish an excellent rapport with key stakeholders which improved both the quality and pace of the project. The team brought extensive knowledge and experience that is impossible to find in the large consultancies”*

Senior client representative, London Borough.

### **Key achievements**

- ECS developed a clear analysis of the current contractual obligations, opportunities and options for early termination
- New potential operating models for both services were created, reflecting members requirements and critical outcomes
- An exit and transition programme was developed that prioritised client requirements of a safe return of services with the best commercial outcome possible
- The transformation phase was clearly articulated utilising new technologies including virtual call centre, robotics and data capture and insights
- A financial model was completed for the programme with clear break-even points identified for each scenario

### **The brief**

ECS were asked to develop options to exit (in part) the client’s contract in respect of the call centre / customer services and debt collection operations and to create a new locally based call centre and debt collection operation with local employees either directly employed or employed in a suitable commercial vehicle owned by the Council.

### **The work**

ECS worked at pace to develop clear options for the client, taking account of prevailing contractual obligations, policies and strategies and members’ aspirations. Key stakeholders were interviewed to understand current and future operating models. ECS undertook detailed financial modelling to support the options and to assist in final decision making.