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Cumbria Waste Management Limited



- **Why take a company approach?**
- **What has two decades of trading taught us?**
- **Developing a commercial strategy**
- **Developing a new MRF facility**



Cumbria County Council



Cumbria County Holdings Ltd

100%

100%

Cumbria Waste Management Ltd 1993

Orlan Solutions Ltd 2013

Food service & cleaning business

140 schools + 160 offices

800 people



Cumbria Waste Recycling Ltd 1997

Lakeland Waste Management Ltd 1993

Trotters Dry Waste Ltd 2011



About the Cumbria Waste Group

2 active landfill sites

2 closed landfill sites

4 MRF/transfer stations

1 composting/wood recycling facility

14 HWRCs (sub-contract with Shanks)

50 vehicles

250 people



1. Why take a company approach?

- ✓ Bring in 'business people'
- ✓ Achieve greater clarity of financial performance
- ✓ Free the organisation from local government trading restrictions
- ✓ Enable innovation to take place
- ✓ Make a financial return
- ✓ Create an asset that you can sell
- ✓ Get legacy issues managed and off your books
- ✓ Get staff off your books (if that's what you want)



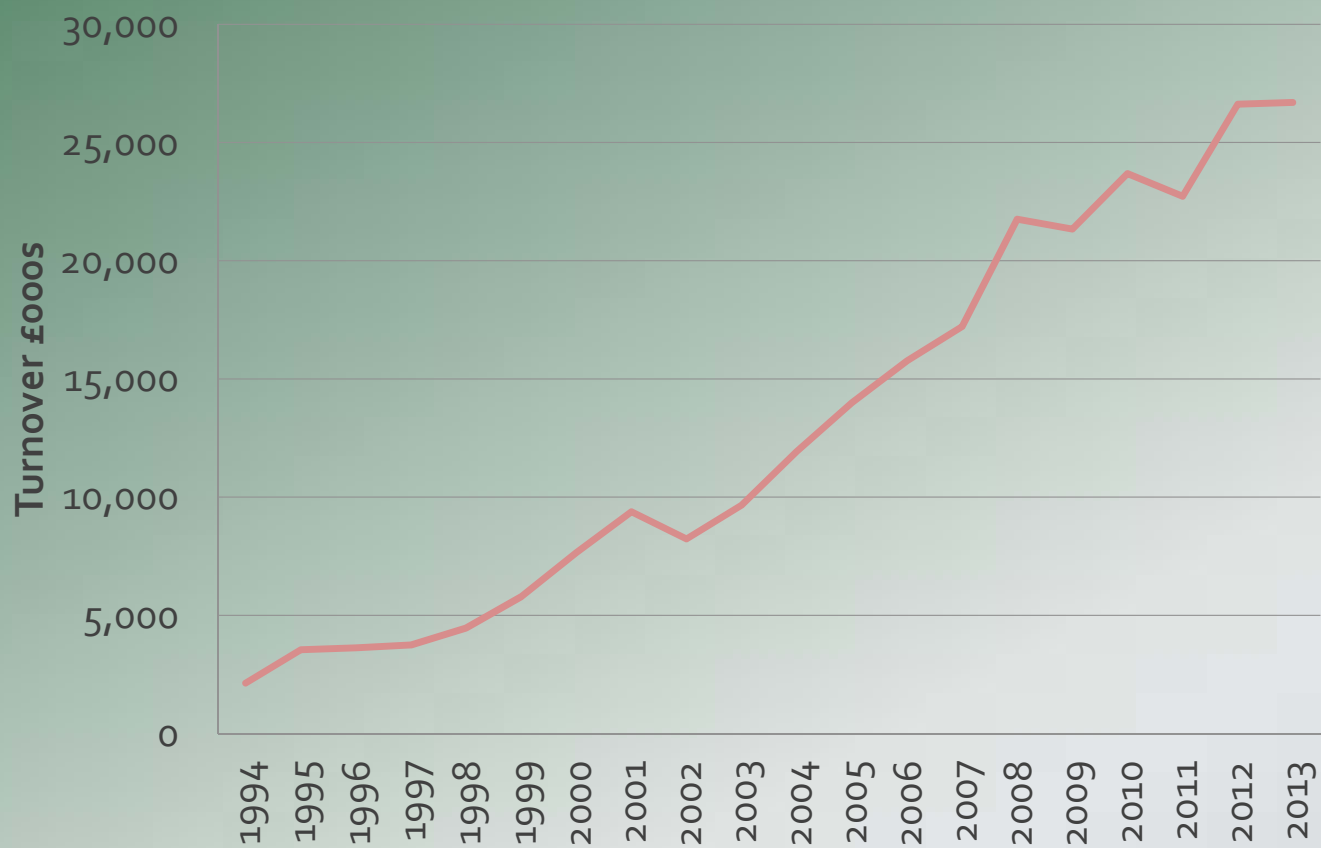


2. What has two decades of trading taught us?

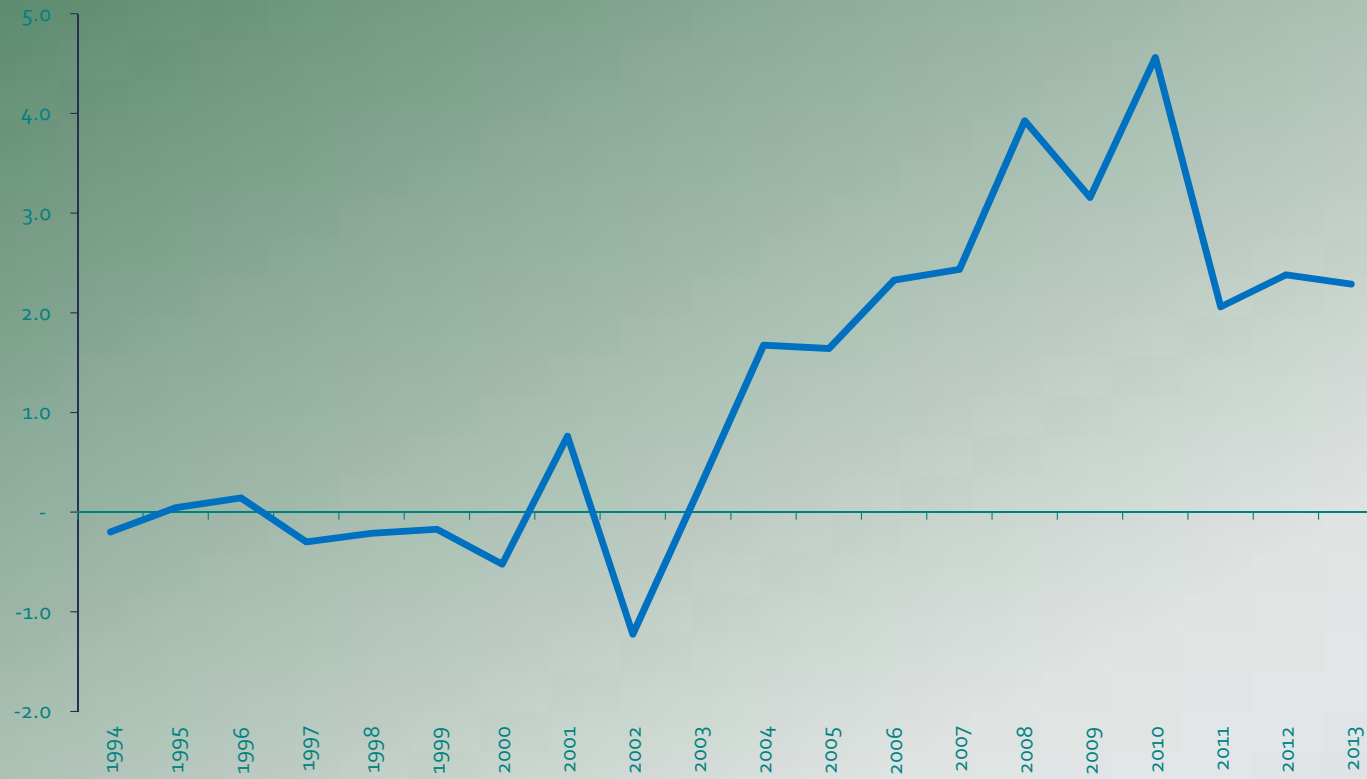
- The best laid plans
- Know your market
- There is under and over regulation out there
- You need the right facilities
- You're only as good as the people you employ
- When an opportunity presents itself, seize it quickly



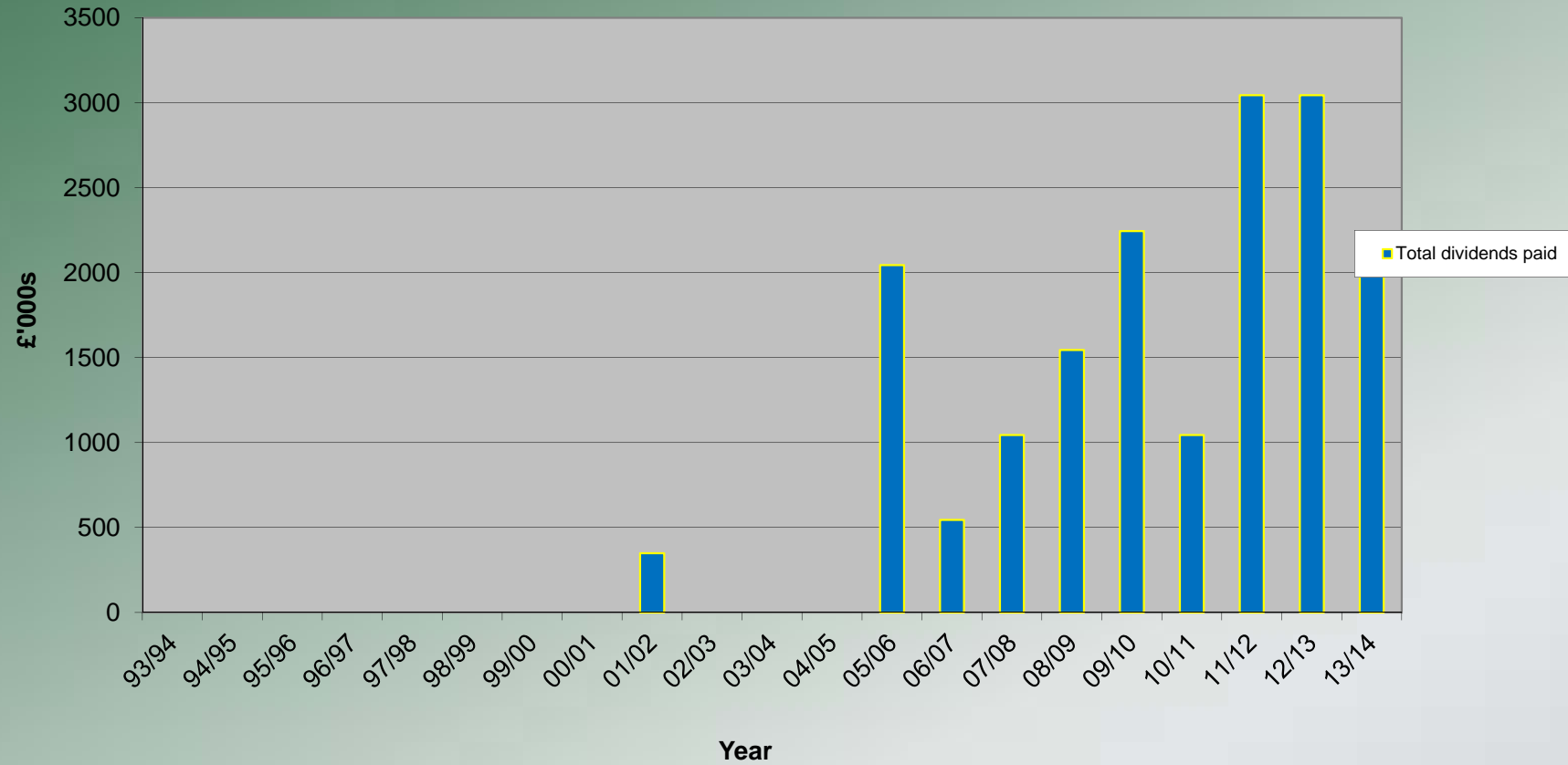
Group Turnover History (Excluding Foot & Mouth)



Group Profit History before tax, excluding foot and mouth (£m)



Dividends paid



3. Developing a commercial strategy

➤ Know your market!

- Use the standard techniques (SWOT, PESTE, Porters 5 forces)
- Break your strategy into separate activities
- Watch out for 'optimism bias'
- Cash is King
- Identify 'doable' actions
- Fate often rewrites your strategy for you





4. Developing a new MRF facility

- Know your market!
- It's low margin work
- Find out the processing practicalities
- Rubbish in, rubbish out (or very expensive)
- Waste takes up lots of space
- MRFs keep burning down







CUMBRIA WASTE GROUP

