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Profile

A commercial business development director / senior manager with a strategic and operational background in waste management, renewable energy, recycling and waste-water. Highly self-motivated, self-assured and possessing strong customer awareness and able to align strategic goals to customer needs. Recent experience in negotiating and winning multiple long-term multi million contracts between the private and public sector utilising negotiating, commercial and customer skills. Currently providing consultancy in waste management, recycling and renewable energy.

Key achievements

As head of projects at Viridor developed, designed and led the Oxfordshire, Peterborough, South London PPP contracts where I led and negotiated the Project Agreements, EPC contracts and led successful planning and permit applications

Led and directed a development team of 15 core staff in residual and recycling bids with >35% success rate in winning contracts across the UK.

PPP contracts won required £750m investment and created 1 million tonnes Energy from Waste treatment capacity with 70% contracted from local authorities for 25 years or longer.

As business unit director at Mouchel quadrupled the consultancy order book and number of customers within 3 years through strategic development, marketing and the development and retention of technical expertise.

As a sector developer director at Entec (now AMEC Foster Wheeler) grew the waste consultancy to become the recognised No. 1 in the UK for waste management consultancy to the public sector and, established a waste collection



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and a renewable energy consultancy team and also led mineral sector development.

As general manager at Hyder Industrial part of the Hyder multi-utility developed and operated a non-regulated utility waste and renewable energy business which was formed in 1993 and sold for £80m in 2001. Instrumental in establishing, building and operating the waste and Design, Build, Finance and Operate business in Wales and Ireland.

Career History

Director of Ryan Resources Ltd May 2015 – to date

Ryan Resources Ltd provides value driven advice to waste management companies, environmental technology companies, investors, local authorities and consultancy businesses.

Key services include: Commercial Development, Technology Development, Project Direction, Procurement Direction and Management.

Public Sector Clients include: Local Partnerships (Nottingham CC), Eunomia (Surrey Partnership Councils and LB Camden).

Private Sector Clients include: CPL Industries, Nuovito, Nippon Steel, SEaB Energy.

Head of Development Projects, and SPV Director at Viridor Waste Management Limited 2011 to May 2015 (Business Development Manager 2008 – 2011)

Reported to the Commercial Director of a waste management business which in 2014/15 produced £836m turnover with £80m EBITDA and which is part of the Pennon Group an FTSE 250 business.



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Built and led a 15 strong team of project and bid managers, bid staff, lawyers, financial / commercial, technical and external advisors to win EfW and recycling PPP contracts transforming the predominantly landfill business into a waste to energy and recycling business. Led and created asset value in excess of £0.85bn secured against long term contracts worth in excess of £3bn and established the platform for winning medium term local authority contracts and commercial business.

Led and closed the Oxfordshire PPP including planning permission, winning the contract and negotiating the EPC contract resulting in a 25 year concession valued at £550m requiring £230m of investment. Total revenue forecast of £1bn.

Led and closed the South London PPP including planning permission, winning the contract and negotiating the EPC contract resulting in a 25 year concession valued at £1bn requiring £220m of investment.

Led and closed the Peterborough PPP a 30 year concession DBO concession with funding of £85m provided through prudential borrowing by Peterborough CC.

Provided strategic, advisory and leadership support at Financial Close to my team that negotiated and closed the Project Gwyrdd PPP in South Wales resulting in a 25 year concession valued at £1.1bn requiring £225m of investment.

Developed a strong pipeline of projects for Viridor and a strong reputation in the market for winning or being the team to beat supported by fully developed commercial risk management principles. This pipeline included at May 2015 achieving Final tender status for 190ktpa Clyde Valley PPP in Scotland, 100ktpa RCT / Merthyr / Blaenau Gwent & Torfaen PPP in South Wales and an 85ktpa MRF in Bournemouth.



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Established and directed a bid team of procurement and technical specialists, to support project development and commercial sales for all of the commercial activities in the business.

**Business Unit Director, Waste & Insurance, Mouchel Services Ltd
2005-2008**

Reporting to the Managing Director of Utilities I led the waste management, engineering and insurance consultancy business of a then FTSE 250 support services business. I was responsible for setting, directing and achieving the business plan of a highly profitable team of 35 professionals.

Over three years grew the customer base fourfold and established a 12 months order book focussing the business on securing planning permissions, project managing infrastructure and procurement advice on behalf of public and private sector clients.

Project Director reporting directly to our customers for a number of large PFI contracts providing planning, property, environmental and sites advice to GMWDA and MWDA and directed work for Shanks at ELWA, Dumfries and Galloway, Cheshire CC and Cumbria (PPP).

**Sector Director, Waste and Minerals & Mining, Entec UK Ltd (now AMEC)
2001 - 2005**

Reporting to the Commercial Director I was responsible for leading and growing the waste management and minerals and mining business of a leading engineering and environmental consultancy operating in the UK and which established Entec as the leading advisor to local authorities.



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I established a new regional office in Reading, expanded the waste management client base and developed a logistics business in partnership with a software company. I worked closely with the Commercial Director in proving, developing and setting up and recruiting the energy consulting team.

General Manager Commercial & Industrial, RPS Water Services 2000 - 2001

Brought in to establish a new business and client base from the proposed Water Competition Act 2001. When the Act failed to materialise RPS decided to withdraw from the market.

General Manager Wales & Ireland, Hyder Industrial Ltd and Operations Director, Coastal Industrial Ltd (SPV) 1993 - 2000

Founder member of the leadership team that built a regional waste, waste water and renewable energy business sold after seven years for £80m in 2000. I directed a waste management and outsourced effluent treatment business in Wales and Ireland with sales of circa £7m and an operating margin of 18% in 1999/2000.

Developed seven new waste treatment facilities handling hazardous and non-hazardous waste and consolidated and grew sales at 20 household waste treatment facilities. Subsequently significant contracts were won and managed 1 x £1 million, 2 x £500k, 3 x £250k annually. In addition a large number of waste treatment sales contracts and outsourced operating contracts worth £4.25 million were secured.

Led and completed negotiations for the development of two waste water treatment (DBFO) contracts requiring investment of £5.5m.

Established, trained and motivated a team of 40 people to manage contracts and develop clusters of new business. Many of this team joined from the regulated



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water utility and their skills were transformed into commercial and customer focussed operational roles.

Responsibility for the Irish business. Robert consolidated and then grew the business to include, 2 operating contracts, 1 investment project of £1.7million and Operations Director of a team that won a £14 million PFI O&M contract for a sewerage works in Belfast.

Developed and implemented management systems for Quality (ISO 9000), Health & Safety (ISO 8000) and Environment (ISO14001).

Early career roles:

Senior Consultant at Aspinwall & Co 1990 – 1991

Project Development Manager at Cleanaway Limited 1988 - 1990

Business Development Manager at Cory Environmental 1986 -1988

Computer Programmer & Analyst at John Brown Engineers 1983-1985

Oilfield technician at Halliburton Services, Middle East 1981 - 1983

Education:

University of Wales 1991 - 1992

MBA (Strategy & Finance)

Imperial College 1985 – 1986

MSc. Environmental Technology &
Diploma of Imperial College

Polytechnic of Wales 1978 – 1981

BA Honours in Humanities

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Professional:

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Chartered Institute of Water and Environmental Management

Worshipful Company of Water Conservators

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