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**BUSINESS RISK REGISTER**

**23rd July 2019**

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| REVISION RECORD | | | |
| **Issue** | **Date** | **By** | **Change Details** |
| Initial Review | 1st July 2018 | Sean Whittle – HR Consultant |  |
| Review sent to all Managers | 24th August 2018 | Sean Whittle – HR Consultant | Feedback to be discussed at Directors and Management meeting 2nd October 2018 |
| Formal Review | 2nd October 2018 | Management A1 Group | Directors and Managers meeting 2nd October to discuss review and Opportunities |
| Management  Review | 23rd July 2019 | Management A1 Group | Directors and Managers meeting 23rd July 2019 met to review the risks and Opportunities – none identified |
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# RISK RATINGS

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| Risk Rating and Tolerability Level | |
| **VH** - Extreme Level of Risk | **Not Acceptable -** Immediate action required; Likely to threaten the survival of persons and or property. Must be managed by senior management. |
| **H** - Substantial Level of Risk | **Generally Not Acceptable -** Activities should cease until further control measures to mitigate the risk are introduced. Management attention needed. |
| **M** - Tolerable Level of Risk | **Generally Acceptable -** Unlikely to cause much damage and/or threaten the person/activity; Manage by specific control measures, monitoring and procedures. |
| **L** - Low Level of Risk | **Acceptable -** Unlikely to require specific risk management; Manage by routine control measures and procedures; Review periodically. |
| **VL** - Negligible Level of Risk | **Completely Acceptable -** Doesn’t require specific risk management. |

The Business Risk Register is an articulation of the key risks to the A1 Group Operations and the actions that are being taken to respond to these risks. The Business Risk Register is reviewed on a regular basis by the Senior Management Team following detailed review and updating by the following:

* Metal Recycling
* Car Spares
* Loo Hire
* Wet Waste
* Transport
* Financial (including Suppliers)
* Resources
* Training
* H&S
* Environmental

Responsibility for updating the Business Risk Register and ensuring actions are taken to mitigate risks is a corporate responsibility but operational responsibility for ensuring this happens rests with a Director and the HR Consultant with the support of an external Auditor

Within the A1 Group it is accepted there are numerous types of business risk out there. Not all risks can be managed or treated in the same way, so it’s key to understand what type of risk each area of the business is dealing with before how the business can deal with it.

**Roles and Responsibilities**

The roles and responsibilities of the various groups and individuals within the A1 Group are outlined below:

**Position Key Responsibilities**

Managing Director The Managing Director remains ultimately accountable for the organisation and its management of risk.

*He must*:

• have a clear understanding and assessment of the risks that could prevent delivery of objectives

• ensure that the organisation has effective risk management and control processes

• be provided with assurance that the processes and the key strategic risks are being effectively managed

Management Board Owners of the Corporate risk register responsible for reviewing it on a regular basis to ensure that the key risks for the A1 Group are recorded and are being effectively managed.

General Manager Owners of Operational risk registers and project risk registers for their own Teams. Responsible for establishing Risk Management

& Divisional Managers Groups for their team

Office Manager & HR Consultant Responsible for ensuring that:

Group Accountant, Transport Manager • registers are prepared, covering the key risks that exist within the business or project;

• systems are established to regularly monitor and update the registers;

• actions identified to manage the key risks are sufficient; and

• risks that are sufficiently significant to warrant inclusion on the Business Risk register are drawn to the attention of the Management Board.

Advising on the development and implementation of the risk management policy and guidelines and facilitating implementation.

Providing an annual opinion to the General Manager, Group Accountant, Divisional Managers on the effectiveness of risk management and internal control.

All Other Staff Identification and management of operational and project risks. Drawing the attention of their line manager to key risks, which may be sufficiently serious to require monitoring at Managerial level.

# Risk Management.

# OPERATIONS

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Service Risk | Losing customers | The A1 Group work with their clients to ensure they provide the best service at a Competitive price. They ensure they are legally complainant in order to provide their services. They invest in employee training and in new equipment. They have various accreditations to support their business which demonstrate strong values, reliable and safe service. | M | The Management team continually liaise with customers to obtain feedback on its services and make improvements if required. |
| Service Risk | Fire at Depot | The A1 Group have Fire Marshals and Fire fighting equipment at all depots in order to deal with a possible fire. They have five depots which can all cover each other if necessary and one depot becomes un useable | M | The H&S committee and H&S Reps discuss Fire Prevention on at its monthly meeting and an annual Fire Risk Assessment in conducted by external supplier |
| Service Risk | Using one supplier | The A1 Group have numerous suppliers for materials and equipment and spread the risk of one supplier going out of business buy ensuring they have cover in all areas of the business if this issue arose. | M | A preferred supplier list is in place and reviewed regularly by the Management |
| Service Risk | Lack of Business Continuity Plan | The A1 Group have a business continuity plan and part of this is the Group have 5 operational sites in 5 locations and all are within an hour of each other and employees could if necessary transfer to another site if required. The IT server is stored off site and backed up daily | M | The business continuity plan is reviewed annually by the various Divisional Managers and external suppliers i.e. IT / H&S and HR |
| Transport Risk | Rising Fuel Costs | The A1 Group have fuel on site if required and can support its business for a short period if there was a fuel shortage. In the long term then this would have an impact | M | The Transport Manager will monitor Fuel prices and advise and act where necessary |
| Transport Risk | Accidents involving vehicles | The A1 Group have a large fleet of vehicles and have a service contract with the main supplier of the vehicles and if necessary replacement vehicles can be sourced. | M | The Transport Manager will review and report all vehicles and put in place and communicate necessary improvements to prevent reoccurrence |
| Transport Risk | Recall of vehicles | The A1 Group use various suppliers for it fleet of vehicles and if necessary could use another supplier of lease alternative vehicle (s) to provide cover. | M | The Transport Manager will review and report accordingly to the Group Management |
| Transport Risk | Use of poor components in vehicles | The A1 Group use numerous supplies for vehicle parts and if necessary could gain parts quickly | L | The Transport Manager will review and report accordingly to the Group Management |
| Technology Risk | Failure to back up data | The A1 Group use an external IT Company to supply services including daily data back up and they have a business continuity plan if required | M | The Group Financial Accountant and another Director will review the IT services to the business |
| Technology Risk | Loss of IT system | The A1 Group use an external IT Company to supply services including daily data back up and they have a business continuity plan if required and there is a service level agreement in place to restore IT services within a specified time limit to reduce the risk to the business | M | The Group Financial Accountant and another Director will review the IT services to the business |
| Technology Risk | Hacking of IT system | The A1 Group use an external IT Company to supply services including fire walls to prevent hacking and these are reviewed by the supplier on a daily basis | M | The Group Financial Accountant and another Director will review the IT services to the business |
| Financial Risk | Fraud from employees re hours work | The A1 Group have a time and attendance system in place to record all employees start and finish times | L | The Office Manager will review the attendance of all employees on a daily basis. All time sheets are to be authorised by a Manager and anomalies will be raised directly with the employee and action taken if fraud occurs. |
| Financial Risk | Payments process | The A1 Group has a robust credit control process and all payments are made when invoices dictate | M | The Group Financial Accountant will review the payments process for the Group and report any necessary issues to the Directors |
| Financial Risk | Cash Flow | The A1 Group have sufficient funds in the bank and the use of several suppliers ensure regular income. The Group has three divisions which can support each other if necessary | M | The Group Financial Accountant will review the cash flow of the Group and report any necessary issues to the Directors |
| Financial Risk | Debt Collection | The A1 Group have a robust credit control system and all customers and suppliers are credit checked before being allowed to work with the A1 Group. All customers are on a 4-week payment programme and if not paid they are placed on hold until the account is cleared. All debt is monitored on a daily basis and there are strict measures to close accounts and collect equipment if required. The Group spread the risk by using numerous suppliers | M | The Group Financial Accountant will review the Debt Collection process in conjunction with the Credit controller and report any necessary issues to the Directors |
| Financial Risk | Failure to adhere to budgets | Budgets are monitored by the Group Financial Accountant on a weekly basis and regular meetings are held to ensure these are adhered to | M | The Group Financial Accountant will review the all Divisional budgets on a weekly basis and report any necessary issues to the Directors |
| Legal Risk | Loss of operating licence | The A1 Group work closely various agencies and hold various accreditations to ensure they are fully compliant at all times to prevent this occurrence. The have yearly audits of all of its facilities and operations to ensure they hold the required accreditations at all times and ensure all corrective actions are implemented within the timescales set. | M | A Director will review all the Groups Accreditations at regular intervals |
| Legal Risk | Change to Driver hours legislation | The A1 Group have a dedicated Transport Manager given the nature of its business and the role requires regular liaison with the FTA and the DVSA to ensure that any changes in legislation are considered and implemented in advance of them becoming a legal requirement. The Group also use various external transport suppliers who can provide additional resources if required. | M | The Transport Manager will review and report accordingly to the Group Management |
| Legal Risk | Serious incident resulting in HSE enforcement | The A1 Group have a robust H&S Management system and work closely with the HSE. If an incident occurs then they are fully cooperative with the HSE and implement any recommendations required. The Group also hold a monthly H&S meeting with the various Divisional Managers and all accidents are recorded and corrective actions are implemented across the group immediately. | M | The General Manager and Office Manager will review and report accordingly to the Group Management |
| Equipment Risk | Breakdown of equipment | The A1 Group use recommended suppliers and have service level agreements in place to provide spares within a specified timescale in order to reduce any downtime of equipment. The Group also have alternative equipment it can use short term whilst the other equipment if being repaired and if necessary if can increase operating hours to accommodate downtime. | M | All Divisional Mangers will receive a report of faulty equipment on a daily basis and take necessary steps to minimalize any operational downtime |
| Strategic Risk | Failure to conduct Competitor Analysis | The A1 Group continually monitors its competitors and adjusts it business accordingly to ensure it remains viable to supply services. The A1 Group has numerous clients to ensure that should they lose a contract then this will have minimum disruption to the business financially. | M | The business continually reviews its competitors and will adjust its business strategy accordingly to remain competitive. |
| Strategic Risk | Ensure financial decisions are based on research and figures | All equipment is brought from approved suppliers and favourable discounts are obtained prior to working with these businesses. All customers are credit checked prior to use. | M | The business continually reviews its suppliers and will adjust its preferred supplier list accordingly to remain competitive. |
| Strategic Risk | Lack of clear goals and performance indicators | The A1 Group have an annual Appraisal system in place whereby all employees have the opportunity to discuss goals and opportunities and KPi’s are also set where appropriate | M | The annual Appraisal system is reviewed by the Office Manager and HR Consultant and any changes are implemented and communicated accordingly |
| Strategic Risk | Failure to identify Risks in advance | The A1 Group has a robust Risk Assessment programme in place for its operations and this is reviewed annually, and improvements are implemented if necessary | M | The Office Manager in conjunction with the General Manager, Divisional Managers, HR Consultant, H&S Advisor, Transport Manager and various external suppliers are responsible for ensuring the business identifies all Risks and acts accordingly to ensure these are communicated to all employees |
| Compliance Risk | Lack of trained support to manage and enforce business Compliance | The A1 Group has an automated training system and all necessary training for employees is sourced prior to expiry and all employees hold the necessary training certification to ensure business compliance in all of its divisions | M | The General Manager is responsible for ensuring the business uses external suppliers to ensure it remains compliance at all times |
| Compliance Risk | Failure to adhere and comply to new legislation in advance | The A1 Group regularly discuss legalisation changes i.e. DVSA, Environmental and H&S at its monthly H&S meeting and any requirements are considered, costed and where necessary implemented in advance of the legal deadlines | M | The General Manager will in conjunction with the HR Consultant, H&S Advisor, ISO Advisor, various external bodies and both the Divisional Manager and Transport Manager review all legislation changes and implement any changes required |
| Compliance Risk | Lack of trained employees to create culture of compliance | The A1 Group has an automated training system and all necessary training for employees is sourced prior to expiry and all employees hold the necessary training certification to ensure business compliance in all of its divisions | M | The Office Manager in conjunction with the Divisional Managers are responsible for ensuring the business remains complainant at all times and has enough trained employees to fulfil its client’s requirements |
| Compliance Risk | Lack of analytics in place to monitor compliance | The A1 Group use a number of external bodies to review its operations i.e. Alcumus to ensure its compliant at all times. Any corrective actions identified are implemented immediately and in advance of a secondary audit. The Group have a business improvement log and this is reviewed by the Management to ensure all actions required are dealt with the required timescales | M | The Office Manager in conjunction with the General Manager, Divisional Managers, HR Consultant, H&S Advisor, Transport Manager and various external suppliers are responsible for ensuring the business remains complainant at all times |

# INFRASTRUCTURE AND RESOURCE

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Resource Risk | Using sub-contractors | The A1 Group use numerous subcontractors and do not use from one source. | M | The Office Manager in conjunction with the Divisional Managers are responsible for reviewing the use of all Sub Contractors at regular intervals |
| Resource Risk | Using Agency staff | The A1 Group have access to temporary labour if required through a number of recruitment agencies however, it offers overtime to employees if necessary to prevent the use on agency’s | M | The Office Manager in conjunction with the Divisional Managers are responsible for ensuring each business has the required number of employees at all times to fulfil its client’s requirements |
| Resource Risk | Lack of robust recruitment process | The A1 Group have a robust recruitment process and all potential employees are interviewed and references taken prior to start date. All employees are reviewed during their probation period and if employee not suitable then contract can be terminated, or probation extended | M | The Office Manager in conjunction with the Divisional Managers and HR are responsible for ensuring the recruitment process meets the business needs at all times |
| Resource Risk | Lack of succession plan | The A1 Group have an annual Appraisal system in place whereby all employees have the opportunity to discuss goals and opportunities. All vacancies are placed on notice boards on the various sites to ensure all employees have the opportunity to apply for other roles. | M | The Office Manager in conjunction with the Divisional Managers are responsible for ensuring all roles are advertised internally |
| Resource Risk | Lack of training schedule | The A1 Group has an automated training system and all necessary training for employees is sourced prior to expiry and all employees hold the necessary training certification to ensure business compliance in all of its divisions | M | The Office Manager in conjunction with the Divisional Managers and HR are responsible for ensuring the training system is reviewed annually |
| Resource Risk | Lack of performance Management programme - appraisals | The A1 Group have an annual Appraisal system in place whereby all employees have the opportunity to discuss goals and opportunities and KPi’s are also set where appropriate | M | The Office Manager in conjunction with the Divisional Managers and HR are responsible for ensuring the Appraisal system is reviewed annually and reissued and changes communicated to all employees and Managers |

# SERVICES AND ACTIVITIES

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Loo Hire | Loss of contracts | A1 Loo Hire have numerous contracts and are not reliant on one in particular and they are always sourcing new business opportunities to ensure growth | M | The Divisional Managers will report any issues to the Board and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Poor service delivery | A1 Loo Hire have robust service level agreements which are discussed with the customer prior to the work being undertaken and where poor service is reported then this is investigated and action to prevent reoccurrence discussed and implemented, | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Failure to adhere to H&S protocols | The A1 Group regularly discuss legalisation changes i.e. DVSA, Environmental and H&S at its monthly H&S meeting and any requirements are considered, costed and where necessary implemented in advance of the legal deadlines | M | The General Manager will review and report accordingly to the Group Management |
| Loo Hire | Water shortage | The A1 Group hold enough water to continue its operations for a few days and hold cash reserves to purchase additional suppliers and store on own fleet of tankers if required. | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Damage to equipment in transit | The A1 Group can replace stock due to its large reserves of toilets and welfare units. | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Lack of resource to deliver product | A1 Loo Hire can use other employees from the other parts of the business to ensure its meets demand. If necessary it can use local agencies to provide additional short term cover to provide continuity of service | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Use of single supplier | A1 Loo Hire do not use a single supplier and hold a preferred suppliers list at all of its depots. | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented |
| Loo Hire | Poor maintenance to delivery and service vehicles | A1 Loo Hire maintain its own vehicles using qualified mechanics and if necessary can also use external suppliers. The Division also hold numerous vehicles to ensure that if issue arises then alternative vehicle can be used. | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Loo Hire | Lack of spare parts for equipment | A1 Loo Hire hold spare parts for all equipment and stock levels are checked and maintained by Depot Managers on regular basis. It issue arose at one depot then spare parts could be sourced from another depot. | M | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Metal Recycling | Scrap Metal Prices | If scrap prices fall they the A1 Group can hold onto scrap at its various depots until price increases. | L | The Metal Recycling Manager will report any changes to the Board |
| Metal Recycling | Changes in legislation | The A1 Group work with various external bodies to ensure its fully compliant with legislation and where changes are due then corrective measures are implemented well in advance to ensure fully legally compliant at all times. | L | The General Manager will in conjunction with the HR Consultant, H&S Advisor, ISO Advisor, various external bodies and both the Divisional Manager and Transport Manager review all legislation changes |
| Metal Recycling | Loss of customer | The A1 Group have numerous customers to reduce the financial risk if its loses one customer. They spread the risk by using at least 6 scrap metal organisations | M | The Metal Recycling Manager will report any loss of customer to the Board |
| Scrap Metal | IT failure – loss of Ebay system | The business is not solely reliant on this system and as it has an IT support company then any downtime would be minimal | L | Any loss will be reported to the Car Spares Manager and they would work with the Office Manager to restore the system via the Groups IT Suppliers |
| Scrap Metal | Changes in legislation | The A1 Group work with various external bodies to ensure its fully compliant with legislation and where changes are due then corrective measures are implemented well in advance to ensure fully legally compliant at all times. | L | The General Manager will in conjunction with the HR Consultant, H&S Advisor, ISO Advisor, various external bodies and both the Divisional Manager and Transport Manager review all legislation changes |
| Wet Waste | loss of contracts | The A1 Group have numerous customers to reduce the financial risk if its loses one customer. | M | The Wet Waste Manager will report any loss of contract to the Board |
| Wet Waste | Rising Fuel Costs | The A1 Group hold at least 9000 litres of fuel at its main site and also have a service contract with an external supplier to provide fuel if necessary. | M | The Transport Manager will monitor Fuel prices and advise and act where necessary |
| Wet Waste | Poor maintenance to service vehicles | A1 Wet Waste maintain its own vehicles using qualified mechanics and if necessary can also use external suppliers. The Division also hold numerous vehicles to ensure that if issue arises then alternative vehicle can be used. They also have external resources it can use if required | L | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Wet Waste | Lack of spare parts for vehicles | A1 Wet Waste hold spare parts for all equipment and stock levels are checked and maintained by Depot Managers on regular basis. It issue arose at one depot then spare parts could be sourced from another depot. | L | The Divisional Managers will report any issues to a Director and ensure corrective actions are implemented to reduce any downtime |
| Transport | Increase in accidents – rising in insurance cover costs | All accidents are recorded and investigated and corrective actions are implemented across the Group if necessary. All employees contribute to a fund on a weekly basis to pay for minor accidents. The Transport manager will review all accidents and if necessary take action to prevent reoccurrence. Minor repairs are carried out in house and spares are held at each depot to avoid the need of using insurers. | M | The Transport Manager will report any accidents to the Board and the Divisional Managers and advise and act where necessary to prevent reoccurrence. All insurance costs are monitored and if necessary alternative providers are sourced. |

# HEALTH AND SAFETY

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Training records | Poorly trained employees | The A1 Group has an automated training system and all necessary training for employees is sourced prior to expiry and all employees hold the necessary training certification to ensure business compliance in all of its divisions | M | All Training records are held on automated system and all training requirements are flagged in advance of any training expiry |
| Employee Induction | Lack of H&S commitment | The A1 Group have a robust induction programme whereby all new employees watch an induction video and all aspects of the business and their role are discussed prior to starting. All necessary checks are taken before employee is allowed to undertake duties i.e. Driving licence etc. The induction covers job description, Risk Assessments, Method statements, PPE and H&S in general | M | The Office Manager is responsible for all new employee inductions and ensuring that these are documented on employee files |
| Job Descriptions | Lack of understanding in role | All employees have a through ISO accredited job description and these are reviewed on an annual basis by the Manager and employee and the employee will sign to say they understand and are happy with the requirements of their role. | M | The Office Manager in conjunction with the Divisional Managers and HR are responsible for ensuring all Job Descriptions are reviewed annually and reissued for all employees to sign and copies placed on employee files |
| Drug and Alcohol issues | Increase in accidents | The A1 Group conduct regular drug tests across the Group and any employee who fails the test is prevented from working and, in some cases, dismissed. The Drug Test is discussed at the monthly H&S meeting | M | The Divisional Mangers are responsible for conducting random drug tests and liaising with the HR Consultant on failed tests |
| Accidents on site | HSE intervention | The A1 Group are fully compliant with H&S legislation at its HSE responsivities and where an accident becomes a RIDDOR and results in HSE visit then we are fully compliant with any investigation and will implement any necessary corrective actions immediately. All accidents are recorded and investigated at the time of the accident and also discussed at H&S meeting on a monthly basis and all Management meetings | M | The General Manager and Office Manager will review and report accordingly to the Group Management |
| Tool Box talks | Lack of job knowledge in role | All employees have a through ISO accredited job description and these are reviewed on an annual basis by the Manager and employee and the employee will sign to say they understand and are happy with the requirements of their role. The Group have a full set on SWP’s for all jobs and also the employee reviews the RAMS for the job prior to undertaking the work and if not satisfied they have a full and safe understanding of theirs and the roles responsibilities they will be prevented form undertaking the role until the Manager is satisfied this can be completed safely. | M | All employees have regular tool box talks. All jobs have a Safe Work Procedure which is given to all employee and all duties are reviewed regularly and all improvements identified are implemented and employees retrained and documentation updated to reflect changes |

# ENVIRONMENTAL

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Spillages | Damage to the Environment | The A1 Group have a robust spillage procedure and all employees are trained in its use | L | All Environmental issues are discussed at the Monthly H&S meeting and corrective actions implemented. An annual Environmental Audit is conducted by an external supplier and a report and action plan are produced. |
| Fire | Loss of Site | The A1 Group have a robust Fire Evacuation procedure and all employees are trained in its use and regular site evacuations take place to ensure compliance. All Fire Alarms are tested on a weekly basis. All sites have fully trained fire Marshalls and Fire Officers and at the main site in Wokingham there are 8 employees who have been fully trained in deal with fires and also have the use of a fully operational Fire Engine. All sites have an annual Fire Risk Assessment carried out by the H&S Advisor and all firefighting equipment is fully maintained and serviced on an annual basis. Fire Evacuation procedures are part of the Employee induction and Fire Evacuation procedure training also takes place annually and is recorded. Fire Evacuation Procedures are on all staff notice boards and the back office. A Fire Prevention plan is also in place to prevent Fires occurring | M | All Environmental issues are discussed at the Monthly H&S meeting and corrective actions implemented. An annual Fire Risk Audit is conducted by an external supplier and a report and action plan are produced. |
| Noise | Damage to employee hearing and poor relations in local community | The A1 Group conduct annual Noise assessments. Any noise complaints are addressed immediately and where necessary the Group with work with the local Environmental officer to rectify the issue | M | All Environmental issues are discussed at the Monthly H&S meeting and corrective actions implemented. An annual Environmental Audit is conducted by an external supplier and a report and action plan are produced. |

# OPPORTUNITIES

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| **RISK** | Initial Risk | **CONTROL MEASURES** | Residual Risk | **MONITORING** |
| Losing current contracts |  | New contracts - look at expanding the Wet Waste and Loo Hire business. Investigate new opportunities |  |  |
| Lack of competency training for Loo hire |  | Formal NVQ qualification for Loo Hire Business to begin in November 2018 |  |  |
| Finding additional employees to ensure current workload for clients is completed |  | Where to source additional staff at low cost possibly use local agencies / advertise / use Indeed / Develop own vacancy page on Web sIte |  |  |
| Breakdown of equipment |  | What new equipment is required to grow the business. What current equipment is nearing end of life |  |  |
| Lack of Improved Marketing to promote business and bring in new business |  | Look at promoting the business using external agency / sponsorship opportunities |  |  |