SILO THEATRE TRUST

Business Continuity and Risk Management Protocol

Last updated February 2026

Part One: Purpose & Context

Silo Theatre's values are:

- Mahi tahi - Working collaboratively
- Whanaungatanga - Building honest and authentic relationships
- Auahatanga - Protecting creativity
- Mana whakatipu - Nurturing impact
- Whakamana - Empower through inclusive practice
- Mahia te mahi - Do the work

These values inform our strategic objectives, which include taking care of our people, and building organisational resilience.

We, the management and board of trustees of the Silo Theatre Trust (**Silo**), have established this Protocol:

- To identify the primary strategic and operational risks to business continuity and the well-being of Silo's employees, artists and technicians; and
- To manage and mitigate those risks in a manner consistent with our values and strategic plan.

This Protocol is a 'living' governance document that will be updated as required. It consolidates and replaces Silo's existing policies prior to the date of this document, and incorporates many of the principles and recommendations of Creative New Zealand's Risk Management Toolkit (the **CNZ Toolkit**) [1].

Intent of the Protocol

In accordance with our values and strategic objectives, this Protocol has a dual intent:

(1) Care and Welfare

Silo is an organisation that has people at its core and we owe a duty of care to our employees and community of artists and technicians to support their well-being. While this is an element of business continuity planning, we consider that care and welfare deserves its own section in the Protocol.

(2) Business Continuity

This document identifies key risks to the continuity of the Silo business and proposes

[1] *CNZ's Risk Management Toolkit: A resource for arts organisations, July 2014 (referred to as* ***CNZ Toolkit****).*

mitigation action, where possible.

Guiding Principles

The following are the guiding principles for the Protocol:

(1) Silo is committed to Te Tiriti O Waitangi, and the impact and relevance of a bi-cultural environment. Silo also recognises the role of Pacific Island peoples and the cultural diversity of all people in Aotearoa/New Zealand.

(2) Silo is committed to meeting our obligations under our strategic plan and our contractual and other legal obligations.

(3) Silo is committed to incorporating the feedback and interests of our key stakeholders into this Protocol where appropriate. These include our trustees, management, employees, artists, technicians, funders, sponsors, patrons, audience and industry colleagues.

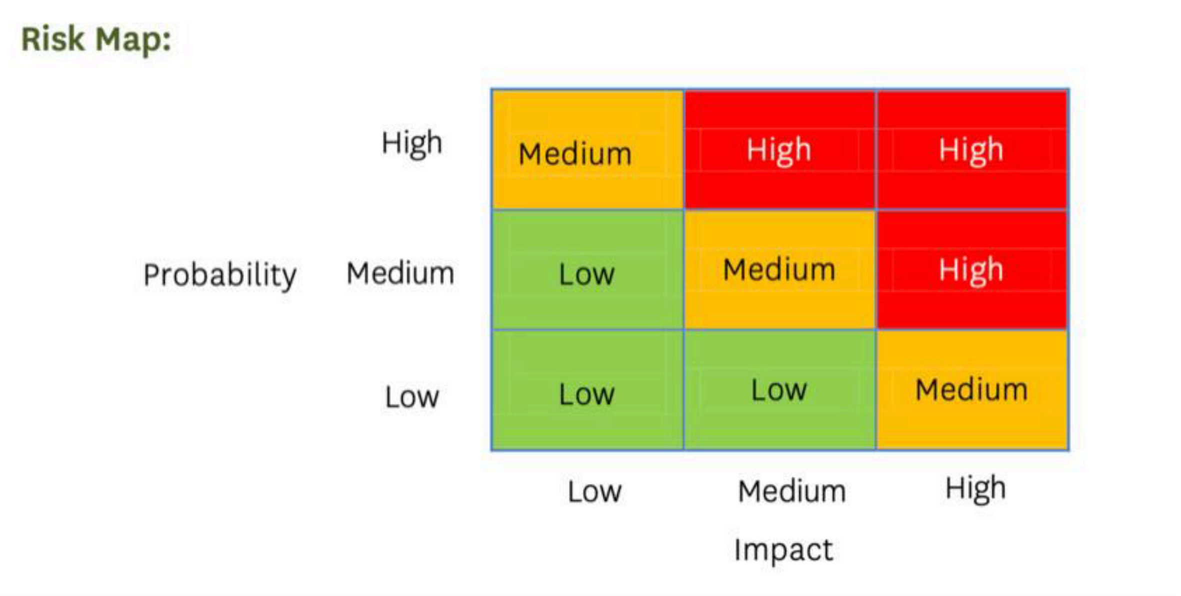
Part Two: Risk identification and rating

"Risks are uncertain future events that could impact on the organisation's ability to achieve its objectives."[2]

In preparing this risk factor framework, we have made our assessments using the criteria recommended in the CNZ Toolkit. These are based on the principles of New Zealand's Risk Management Standard ISO 31000:2009.

Identified risks are rated by considering the **probability** and **impact**. The **probability** is the likelihood that a risk will happen. The **impact** is the potential severity of the consequences if the risk does happen.[3] Please refer to the Appendix which sets out CNZ's recommended criteria for making these assessments which underpin our rating approach.

The **risk rating** is a function of both probability and impact, determined in accordance with the following risk map:



We acknowledge that many of the identified risk factors are interconnected.

[2] *Getting on Board, A governance resource guide for arts organisations, prepared by Graeme Nahkies for Creative New Zealand, Revised Edition, 2014.*

[3] *CNZ Toolkit* at page 19.

Part Three: Risk Register

Risk factor	Risk Description	Inherent Risk (before controls)	Controls to manage risk	Residual risk (after controls)	New actions	Responsibility
Key person risk	Risk that a key person in our small organisation becomes unavailable as a result of resignation or for health (including mental health) reasons or otherwise, both at management level or for a particular work.	(High + High) High	*Management risk* Arrange for additional team staffing / support to ensure we manage key person risk appropriately. *Rehearsal and Performance risk* Identify understudies in the planning process to manage key person risk for each work where possible, depending on its nature. *Health and wellness risk (cross ref Health & Safety Risk)* • contractual / payment certainty; • access to mental health / counselling support; and • health and safety protections, including any changes to Covid-19 government policies.	(High + Medium) Medium	Continue to offer mental health counselling support for staff	LEADERSHIP TEAM
	Risk that key person in Leadership Team or Board becomes unavailable	(High + High) High	Succession planning in place for critical Silo leadership roles and Board	(High + Medium) Medium	Succession planning as an annual Board agenda item	BOARD OF TRUSTEES
	Risk of loss of corporate knowledge and skills.	(High + High) High	Position descriptions articulating knowledge and processes for each role are recorded. This helps mitigate the loss of knowledge in unexpected absence or resignation and would allow someone to step into the role and work their way through with as much support as possible.	(Low + Medium) Medium	AD and ED position descriptions and process docs kept up-to-date. Key document centralising policies and PDs.	LEADERSHIP TEAM

Financial risk	Financial resilience: risk that Silo's financial performance is materially below forecasts as a result of: ● reduced box office revenue ● additional delivery costs (i.e. unforeseen cost increases due to economic climate) ● reduced / lower-than-anticipated grants from funders, including major funder CNZ and Foundation North ● lower-than-anticipated Super Pass / Patron revenue ● funding additional capability or programming flexibility to respond to key person unavailability ● difficulty of attracting or maintaining support from private sector sponsors such as Milford Asset Management ● Pandemic, epidemic or equally impactful world event interferes with operations	(High + High) High	*Financial reserves* Where possible / realistic, develop reserves or apply for additional grants to fund additional staff / support and to provide a buffer in lean times. *Prudent expenditure* Budget conservatively, minimise discretionary expenditure where possible in lean times and factor budget constraints into programming. *Insurance / Underwrite* Ensure insurance policies are in place to cover insurable risks and premiums kept up-to-date with reviews annually. Insurance policies currently cover business assets, business interruption (policy only covers for additional expenditure plus claim preparation) and association liability. Where possible, ensure underwrites are in place from CNZ where activity is impaired by Covid-19 and/or attendant public health restrictions. *Funder / Stakeholder communication* Ensure we are in regular and transparent communication with our funders (including sponsors, Patrons and Super Pass holders) to ensure they understand our funding needs and to ensure timely applications for grants etc	(High +High) High	Responsive programming to address audience appetite and increased costs.	LEADERSHIP TEAM (with support from Board)
	Risk that ongoing revenue targets are not met due to lack of diversity with funding including: ● Patrons and Super Pass ● Corporate sponsors no longer having budgets to support arts	(High + High) High	Board-led strategy to support and identify new revenue streams including: ● Patron support and development strategy ● Identifying new corporate sponsors		Ongoing board strategy planning with focus on Patrons and corporate sponsors	BOARD OF TRUSTEES
	Solvency risk: risk that Silo's financial performance is materially below forecasts and reserves dip below identified threshold, posing risk to Silo's ongoing viability	(High + High) High	Board remains across financials and briefed on main risk factors for each FY including stretch targets.	(High +High) High	Reserves Policy and Delegation Authority in place	BOARD OF TRUSTEES

Venue / performance risk	Risk that our programmed venues are closed or unavailable, or that capacity is reduced, due to: ● their own financial issues ● fire/damage or for health and safety issues	(Medium + Medium) Medium	Develop contingency plans for alternative venues as necessary.	(Medium + Medium) Medium	Review legal contracts with venue partners.	LEADERSHIP TEAM
Health and safety risk	Risk that employees or contractors are exposed to health and safety risks that are unreasonable in view of the standards set in the Health and Safety at Work Act 2015	(High + High) High	*Reporting* Ensure that any H&S issues or concerns are raised with the Board at its regular meetings or, if more urgent, as they arise so action can be taken. *Programmes* Robust risk assessments reviewed and signed off during pre-production and monitored over productions. Ensure all contractors are briefed and incident reporting processes are clear.	(High+Medium) Medium	N/A	EXECUTIVE DIRECTOR
		(High + High) High	*Policy* Ensure that our Health and Safety at Work Act 2015 policy is regularly updated and in line with our own core purpose to look after all staff and contractors	(High+Medium) Medium	Annual Health & Safety Policy review by Board including reviewing mental wellness and access to Counselling for all staff and contractors.	BOARD OF TRUSTEES
Legal / Contractual risk	Failure to comply with performance rights	(Low + Low) Low	Rights tracking by leadership team Licensor approvals	(Low + Low) Low	Frequently checking our licences to make sure we are complying	LEADERSHIP TEAM (with Board Support)

	Artist contract disputes	(Medium + Medium) Medium	Standardised contracts with frequent reviews by MyHR Clear expectations outlined	(Medium + Medium) Medium	Leadership team equipped with skills for mediation and negotiations + strong governance support	LEADERSHIP TEAM (with Board Support)
	Breach of venue or co-production agreements	(Low + High) Low	Contract review before signing	(Low + Low) Low	Leadership team equipped with skills for mediation and negotiations + strong governance support	LEADERSHIP TEAM (with Board Support)
	Employment law non-compliance	(Low + High) Low	HR Policies MyHR partnership	(Low + Low) Low	Legal advice at Board level if required	LEADERSHIP TEAM (with Board Support)
	Health & Safety breaches	(Low + High) Low	Health and Safety Policy Trained staff and contractors Regular risk assessments	(Low + Low) Low	Health & Safety budget for consultation if needed	LEADERSHIP TEAM (with Board Support)
	Funding agreement non-compliance	(Low + High) Low	Reporting systems Board oversight	(Low + Low) Low	N/A	LEADERSHIP TEAM (with Board Support)

Covid-19/another pandemic or epidemic specific activity risk	Risk that cast/staff/crew Covid-19 infection or another pandemic/epidemic outbreak affects Silo by: ● impacting on pre-production / rehearsal timeframes ● preventing Silo from proceeding with programmed work altogether ● requiring a performance season / tour to be truncated or rescheduled ● affecting box office due to cancelled performances and/or seasons	(Medium + Medium) Medium	Non-linear and diversification within our programme to ensure we have a mix of live, audio, digital, cinematic, development, Auckland-based and regional activity to de-risk our overall delivery prospects. Examples of this include *Mauri Tau*, the repurposing of *Break Bread*, etc. Stakeholder management to ensure we are in regular and transparent communication with our sponsors, funders, Patrons, audience and other key partners in order to manage their expectations around delivery. Arrange for additional team staffing (where possible) and support to ensure we manage key person risk appropriately in view of potential mental or physical illness.	(Medium + Medium) Medium	Regular updates to Board at meetings	LEADERSHIP TEAM
Information Security and Systems	Risk that private and sensitive information is stolen, corrupted, leaked or misused in a way that negatively impacts the business, including by breaching the Privacy Act 2020. Server / IT failures / internet linkages lost resulting in loss of documents / data / operational abilities impaired.	(Medium + High) High	Ensure appropriate access controls on folders and files to ensure only authorised personnel can access information stored within the folders. Ensure cloud-based information has adequate security controls. Sensitive information is stored in line with the Privacy Act 2020. Server backup and annual review of equipment	(Medium + Low) Low	Access audit and systems backup. Explore cloud-based for access outside of the Silo office. Cyber insurance now in place as part of wider organisation insurance	LEADERSHIP TEAM
Reputation	Risk to Silo's reputation as a result of activity undertaken by personnel and/or programmed work. This might result in negatively impacting stakeholder relationships, funding and sponsorship, audience feedback as well as risks to public perception and confidence in Silo Theatre.	(Medium + Medium) Medium	Potential reputational or sensitive matters are addressed by the team and escalated to Board level.	(Low + Medium) Low	Define what reputation risk needs to be escalated to Board level	LEADERSHIP TEAM

	Major risk to Silo's reputation that could significantly impact stakeholder relationships with long term ramifications	(Medium + Medium) Medium	Clear protocols implemented Crisis Management team from Board identified to mitigate impacts	(Low + Medium) Low	Established protocols when crisis management required	BOARD OF TRUSTEES
Sustainability	Risk that Silo Theatre is a carbon intensive organisation.	(Medium + Medium) Medium	Minimise carbon emissions where possible Reduce paper waste, single use plastic and items that are not environmentally friendly in our office and productions Consider impacts while touring and aim to minimise carbon emissions where possible	(Low + Medium) Low	Review Green Book guidelines	LEADERSHIP TEAM
People and Culture	Risk that Silo's staff and contractors feel undervalued and disrespected, creating a culture of dissatisfaction. Risks associated with unsuitable staff and unacceptable behaviour. Risks associated with staff / personnel burn out, fatigue, exhaustion.	(High + High) High	Manaakitanga is actively practiced at all levels of the organisation with clear alignment between Silo Trust and staff on purpose, values and strategic plans Clear position KPIs and bi-annual performance reviews undertaken with all permanent staff, ensuring position objectives are clear. Staff are invested in with opportunities for professional development and career progression Culture of feedback is embedded within the organisation at all levels. Regularly review work hours, holidays / time in lieu accrued / taken	(Medium + Medium) Medium	Regular discussion at bi-monthly Board meetings and annual review of policies and systems	LEADERSHIP TEAM (with Board Support)

	Risks associated with conflict of interests (perceived or actual) could negatively impact business and/or reputation.	(High+High) High	Conflict of interest register regularly reviewed and updated	(Medium + Medium) Medium	Update conflict of interest register. Clarity around ownership.	BOARD OF TRUSTEES
	Risk that Silo does not adhere to Te Tiriti o Waitangi, Tangata Tiriti Policy or organisational values - impacting delivery and stakeholder relationships	(High+High) High	Articulate our commitment to Te Tiriti o Waitangi Embed Tangata Tiriti Policy across organisation Prioritise storytelling from Tangata Whenua for new artistic collaborations & programming development	(Medium + Medium) Medium	Diversity and Inclusion Policy & Tangata Tiriti Policy	LEADERSHIP TEAM (with Board Support)
Governance	Risk around clarity of governance structures negatively impacting the organisation	(High+High) High	Subcommittees established (as required) Board undertakes a self assessed annual review to assist identifying skill or knowledge gaps Board Charter now embedded and regularly updated	(Medium + Medium) Medium	Board Charter reviewed annually	BOARD OF TRUSTEES

Part Four: Ongoing monitoring and updates

The Board, the Executive Director and the Artistic Director will review and update this Protocol annually.

The Executive Director and the Artistic Director will notify the Board of any additional risk factors that arise operationally as soon as is reasonably practicable, and the Board will support them in identifying and actioning any available mitigation strategies.

APPENDIX A

Risk assessment criteria

Step one: Score the probability

Consider the probability or likelihood that each risk you have identified may occur, using the criteria below to support consistency as you score probability. Record the level under the column heading – '*Probability*' on your *Risk Register and Management Plan* template.

Criteria to score probability	Level
The risk is likely to occur. There is frequent exposure to the risk. There are external influences that make managing this risk ineffective.	High
The risk will possibly occur. There is an exposure to the risk. There are external influences that make managing this risk difficult.	Medium
The risk is unlikely to occur. There is a low exposure to the risk.	Low

Step two: Score the possible impact

Consider the possible impact that the risk would have if it did occur, using the criteria below to support consistency as you score impact.

Disregard any existing risk management you have in place for the risk. Score only on the possible impact of the risk to the organisation. Risks may also affect individuals or the community, but such impacts are not part of this assessment.

Record the level under the column heading – *'Impact'* on your *Risk Register and Management Plan*.

Criteria to score impact	Level
The impact on the organisation is extremely serious. Disruption to organisation longer than short term. Requires intervention by the Board/CEO.	High
The impact on the organisation is serious. Disruption to organisation short term. Requires action by manager.	Medium
Little or no impact to the organisation. May require attention by manager.	Low

APPENDIX B

Key Organisational Documents

- Strategy 2027 - 2040
- Fundraising & Revenue Generation Strategy 2027 - 2030
- Tangata Tiriti Policy
- Health & Safety Management System
- Covid-19 Policy
- Code of Conduct
- Privacy Policy
- Social Media Policy
- Diversity and Inclusion Policy
- Remuneration Guidelines
- Reserves Guidelines

Version History

Version	Changes made	Who	Date
1.4	Updated Legal / contractual section, updated new policies created and aligned with 2027 - 2040 Strategy	Tim Blake	2026
1.3	Addition of cyber insurance, updates to governance policies and general updates and changes to Covid-19 risk levels in response to government protocols.	Tim Blake	2025
1.2	General updates and changes to Covid-19 risks in response to government removal of restrictions/requirements.	Tim Blake	2023
1.1	Policies added to appendix and Values updated in line with 2023 - 2027 Strategic Plan.	Chloe Weavers	2022
1.0	Board review	Silo Trustees	2021
1.0	Protocol created	Chloe Weavers, Rachel Paris and Jessica Smith	2021