

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

Reviewed and updated March 2024/March 2025

	Risk	Likelihood	Impact	Risk Management Approach/Mitigating Actions	Early Warning	Responsibility
Governance and Management	Conflict of Interest	Low	High	Clear policy of Board roles and conduct Procedure for disclose conflicts of interest Annual Board afternoon to review and update policy Process for stepping down if conflicts occur	Awareness of Board professional experience/careers	Board of Trustees
	Organisational Structure	Low	Low	Clear outline and understanding of Board and Employee roles Clear roles and responsibilities communicated to all involved Monitoring and review of processes involving all involved Annual review of processes	Blurring of boundaries Confusion and conflict arise Complaints occur	CEO and Board of Trustees to monitor
	Board Communication and Awareness	Low	Low	Board meetings minimum 2-3 months & more as needed Agenda format for meetings Project updates every board meeting Management account and budget updates at board meetings Time allocated to specific areas	Trustees not fully informed Issues with receiving board papers	Board of Trustees
Employment Concerns	Loss of staff due to burnout	Low	Medium	The likelihood is low as staff are passionate about the work and dedicated to the role. Ongoing volunteer programme with training so volunteers can move into practitioner roles at Sirona. Steady stream of enquiries for	Staff absence increasing Staff ill health Change in positive culture	CEO and Board of Trustees to monitor

# Sirona Therapeutic HorsemanSHIP

## Organisational Business Risk Assessment and Mitigation

				<p>employment and volunteer roles. Development of new phase of operation, including appointment of salaried positions at higher levels - this is ongoing and supported by lottery funding. Supportive work environment and culture including routine supervision, good team training and other perks. Regular team get together including pizza nights, Christmas meal and annual team development day. Through staff consultation provide opportunities to ride the horses as part of the working day. <i>Updates:</i> <i>2023 &amp; 2024 &amp; 2025: salaries increased</i> <i>2023: part funding a member of staff KF to undertake counselling training she wanted to do.</i> <i>2025 funding a staff member JB to undertake Forest School Leader training</i></p>		
	CEO or other key staff incapacitated	Low	Medium	<p>As a small charity with a small staff team we recognise that the CEO is a central and integral part of the organisation, and if she was incapacitated that this could pose a risk to the charity. To mitigate this risk we have the following in place and in future planning:- We have a nominated 'Key Holder' DC in place in case of emergency. DC would delegate immediate tasks and liaise with board re putting appropriate cover in place. We have a number of freelance bank staff available to provide cover at short notice.</p>		Board of Trustees

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

				<p>We are training core practitioners to have dual key roles so spreading the tasks across the organisation and providing more security.</p> <p>Updates:</p> <p>2020: Sirona now has an office coordinator in place to support with core administration duties. The office co-ordinator manages much of the day-to-day running of the office functions, center management and HR. She also has a good overview of the session activities and finance systems so could take these aspects over if required.</p> <p>2022: Sirona has recruited 2 new trustees, one an HR consultant to offer support on the legal side of staff management, and the second a qualified social worker with expertise in mental health of young people. The board of 6 highly experienced and skilled trustees can provide emergency step in support to the day to day running of Sirona in addition to board and consultancy if required.</p> <p>2022: following her equine apprenticeship at Sirona KF is now in a practitioner post and is currently shadowing the referral coordinator role to take this over next year.</p> <p>2023: 2 new trustees with educational and business management recruited to the board.</p> <p>2024/2025: core practitioners now have dual roles including KF as referral co-ordinator, JB equine co-ordinator and KB</p>		
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# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

				as education co-ordinator. 2025: new trustee (former volunteer) recruited with therapy and NHS management experience in order to ensure stability when 2 founding trustees need to stand down in next couple of years.		
	Challenge recruiting experienced therapy staff	Medium	High	Continue to offer work experience and apprenticeship placements Maintain links with Professional and training bodies Dedicate mentor time to less qualified staff	Struggling to recruit	CEO
	Lack of qualified and experienced clinical supervisors	Medium	High	Develop a database of supervisors Ensure more than 2 supervisors are on the database Maintain discussions with registered bodies		CEO
Premises	Closure of site due to animal/human disease/fire/flood or other disaster	Low	High	Business interruption insurance in place to replace loss of income. Property insurance in place for re-build/repairs. Alternative livery yard arrangement in place if need to relocate the horses. Staff live on site for horse care is closed due to disease. <i>Updates:</i> 2022: Sirona successfully managed to remain operational and open throughout Covid 19		CEO and Board of Trustees
	Loss of Rental	Low	High	The lease has 20 years (from 2019)	Start discussions with Landlord	CEO Board of Trustees

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

					regarding lease renewal in good time <i>2025: discussions started</i>	
	Maintenance	Low	Medium	Continue to inspect the buildings and land weekly Carry out maintenance and repairs Raise repairs required with landlord	Issues with areas Increase in repairs	Senior staff team H&S officer
	Impact of Covid/other pandemics	Medium	High	Item in Board agenda regular monitoring and planning Bubble structure/alternative spaces to ensure service delivery Material to ensure safe working, use masks Use Covid procedure and risk assessment with families/providers Move back to remote working	Covid numbers increase Increase in YP absent from sessions Schools close Staff sickness rates increase	CEO
	IT fault Landline system fails Mobile network issue	Low	High	Disaster planning with provider backs up to appointed Mobiles Use email, centre phones and office phones	Issues noted Communication reduced	CEO Office Manager
	Loss of Utilities	Low	Medium	Maintain buildings Annual checks carried out In event of an issue link with fellow third sector agencies In event of an issue staff would work remotely with YP Staff can access files on drive for remote working Hard copies of client data held securely in the event of an IT issue	Staff report issues The unexpected sudden reduction of power Difficulty in maintaining a level of service	CEO Office Manager

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

Funding	Can't raise enough funds through grants to sustain service delivery.	Medium	High	<p>Employ a skilled fundraising officer. Seek a new board member with fundraising experience, in addition to our current trustee who is also trustee of another successful charity. Utilize a range of income streams: new direct payment private referrals, diversify with new training courses, create new fundraising events, further promotion of our sponsor a pony scheme.</p> <p><i>Updates:</i>  2021: Sirona won a funding award to receive support with funding from Swift fundraising resulting in securing 3 years lottery funding.  2022: offered a new public course which was fully booked.  2023: contracted Swift for 6 months fundraising support.  2024: continuing fundraising support  2025: training a capable volunteer with report writing and fundraising experience to support CEO with bid writing and fundraising</p>	The availability of grants decreasing due to cost of living crisis	HB Swift Board of Trustees
	Customers (eg families) cannot afford the price of sessions (the running costs for Sirona are higher than the average private customer can afford).	Medium	Medium	Offering a bursary system funded by grants and donations.	There are less privately funded customers than statutory so not a major risk at this time	HB to monitor and report to the Board of Trustees
	Losing customers	Low	Low	No direct competitors offering the same	Continuous	All

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

	to potential competitors.			<p>specialist provision at present. We have a continuous waiting list.  Maintain strong links and communication with stakeholder groups.  Appointment of marketing role.  On-going dialogue via steering group of stakeholders.  Keep maintaining high level of professional service and developing new areas of work.</p> <p><i>Updates:</i>  2022-23: Developed new nature based and animal facilitated sessions  2023 - looking to recruit intern to marketing role  2023: started new 'HorseWorks' sessions in response to local demand for NEETS  2024; recruited p/t short term marketing/community worker as trial  2025: training staff member JB as Forest School Leader in order to offer recognized Forest School sessions</p>	<p>monitoring to ensure there is immediate awareness of any potential competitor</p>	stakeholders
	Withdrawal of core or substantial amounts of funding	Medium	High	<p>Funding plan in place and ongoing strategy of fundraising  3 year service plan created  Board and CEO regularly monitor the situation  2 year budget set annually</p>	<p>Income reduces  Expenditure increase issues arise with a project delivery</p>	CEO Treasurer
	Bank holding funds fails	Low	High	<p>Ongoing assessment of situation  Hold second account for fund to be moved  Limited amount held by one bank</p>	<p>Media information  Issues with service</p>	CEO Treasurer
	Reduction and use of restricted	Low	High	<p>Procedure for board authorisation of restricted funds</p>	<p>Funds required to cover costs</p>	CEO Treasurer

# Sirona Therapeutic Horsemanship

## Organisational Business Risk Assessment and Mitigation

	funds			Funds held separately in budget		Board of Trustees
	Increase in pension contributions	Low	Medium	Account for pension in all funding applications Monitor budgets and pension contributions	Media speculation Pay provider information	CEO Board of Trustees
Budget and Financial Controls	Budget unable to meet service aims and objectives	Low	High	Budgets forecast in advance Budget and service plan linked Finance group monitoring 6 weekly Excel with team overall costs reviewed and updated Board monitoring 8 weekly Multiple overviews and analyses of the situation	Issues paying salary/running costs	CEO Treasurer Board of Trustees
Health and Safety	Accidents or injury to visitors, clients or staff at Sirona premises	Low	High	Monitoring of risks daily through 'dynamic risk assessments' Risk assessments carried out regularly Team aware of their responsibility to monitor and report issues and incidents Electrics/fire extinguishers checked and serviced annually by registered company Monthly case management meeting to facilitate staff assessment/health needs Annual inspections by Local Authorities and British Horse Society	Risks found that have not been reported Areas cause concern	CEO Senior Staff