



Keats House Consultative Committee

Date: FRIDAY, 2 MAY 2025
Time: 2.00 pm
Venue: COMMITTEE ROOM 1 - 2ND FLOOR WEST WING, GUILDHALL
Members: Munsur Ali, Chair of CHL (Chair) Steven Bobasch
William Upton KC Jim Burge
Wendy Mead OBE Alexandra Lavery
Stephen Ainger Nicholas Roe

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Lunch will be served in Guildhall Club at 1pm

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To agree the minutes of the previous meeting held on 11 October 2024.

For Decision
(Pages 3 - 6)

4. **ACHIEVEMENTS AT KEATS HOUSE 2024/25, INCLUDING RISK MANAGEMENT UPDATE**

To receive the report of the Executive Director, Environment.

For Information
(Pages 7 - 36)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE CONSULTATIVE COMMITTEE**

6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

7. **DATE AND LOCATION OF THE NEXT MEETING**

The next meeting will take place at 2pm on Friday 31 October 2025 at Keats House.

KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 11 October 2024

Minutes of the meeting of the Keats House Consultative Committee held at
Committee Room 1 - 2nd Floor West Wing, Guildhall on Friday, 11 October 2024 at
2.30 pm

Present

Members:

Munsur Ali (Chairman)
John Griffiths (Deputy Chairman)
Stephen Ainger
Steven Bobasch

Alexandra Lavery
Nicholas Roe

In Attendance

Officers:

Rob Shakespeare
Simon Glynn
Jayne Moore

- Department of Open Spaces
- Department of the Built Environment
- Town Clerk's Department

1. APOLOGIES

The meeting was chaired by the Deputy Chairman John Griffiths, Munsur Ali being unable to attend in person.

Munsur Ali observed the meeting via Teams.

Apologies were received from Wendy Mead.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

Referencing item 4, a Member asked for an update on the engagement with Historic England. The meeting noted that engagement is under way.

On item 7, specifically the agreement with Keats Community Library (KCL), the meeting noted that a document has been drawn up and its signature is imminent. The meeting noted that the settlement formula is complex and is worth approximately £38K-£40K p.a. and includes heating and lighting, also that an agreement has been reached that there will be permanent free-standing bookcases around part of the perimeter of the children's library.

RESOLVED, That the minutes of the meeting of 03 May 2024 be approved as an accurate record of the proceedings.

4. **ACHIEVEMENTS AT KEATS HOUSE APRIL-SEPTEMBER 2024**

The Committee viewed a presentation on achievements at Keats House April to September 2024, noting the following points:

- The 'Hidden Histories of Keats House' exhibition is currently in place;
- 2025 will be the 100th anniversary of the House opening as a museum and a range of events are expected to take place to commemorate that, including information on its historical context;
- A range of events take place at the House on Saturdays including events for families with young children, and late evening events;
- The recent Open House event was a success;
- Two major partnership conferences took place: the Keats Foundation Conference in May 2024 (scheduled to run from 16 to 18 May 2025); and the Shelley Conference in July 2024;
- Learning programmes have been successful and include initiatives for schoolchildren at KS3 and KS4 in particular;
- The City of London Corporation's Education Strategy Unit (ESU) funds the Culturally Speaking programme that included, in its 2023-24 programme, partnership work with a wide range of cultural museums and institutions (with Dr Johnson's House joining the group in 2025). A wide range of students from different backgrounds were welcomed under the aegis of Culturally Speaking;
- A new collections management database system is expected to be in place in 2025 that will deliver better search capabilities;
- Re-accreditation processes will be rolled out from May 2025;
- The input of the Heath Hands team is valued; and
- The House continues to support the local community via events such as local art fairs.

A Member sought confirmation that information stored in the new collections system could be used and accessed by anyone. The meeting heard that the new database will mean that researchers and members of the public will, for the first time, be able to access the full range of what is held.

A Member asked whether proposed logos and straplines for the centenary programme would be circulated for comment, and the meeting heard that the draft graphics were being presented at the meeting to the Committee for the first time and that further consultation would take place.

The meeting noted that a lawnmower is needed at Keats House (KH) following changes in the organisation of the Open Spaces Department resulting in the loss of the some gardening services. Heath Hands has continued to contribute to the upkeep of the House. Part of an agreement with Heath Hands involves the purchase by KH of a lawnmower that will be operated by Heath Hands.

A Member asked where collaborative partnership within City of London Corporation assets could be further invoked and where support was needed

(including around environmental considerations and digitalisation), suggesting that some kind of cultural asset management apprenticeship scheme could be developed. The meeting noted that partnerships are ongoing, and that further initiatives are expected to be launched on the back of the 100 year celebrations to include volunteer recruitment. The meeting noted that some apprenticeship and trainee positions have been arranged through other means, but that the CoLC family of cultural partners could generate more opportunities. The meeting noted that the collection management system being rolled out is already in use at the Guildhall Art Gallery though requirements across museums vary greatly - noting also comments from Members urging caution on giving power to a single provider of such systems.

On museum accreditation for Keats House and The View (Epping Forest Collection), the meeting heard that the process is ongoing.

A Member commented that there is merit in exploring the potential to get involved in a literary festival for spring 2025 arranged by the Fleet Street Business Improvement District, which recently commissioned a cultural strategy for the area that has a significant focus on the power of the spoken and written word.

A Member commented that May 2025 is also the 100th anniversary of the publication of the Virginia Woolf novel 'Mrs Dalloway' that has a strong London emphasis, noting also the writers of the time involved in Keats House's opening in 1925 including Thomas Hardy, John Masefield, Edmund Gosse and W.B. Yeats.

5. UPDATE REPORT FOR KEATS HOUSE CHARITY, APRIL - SEPTEMBER 2024

The Committee received the report of the Executive Director Environment, and noted the achievements at Keats House in the period April to September 2024 noting in particular how the priorities, aims and objectives outlined within the Corporate Plan 2024-29 and other key Corporate strategies and the objectives of the Keats House charity were supported through those activities.

A Member commented on the improvements in the lighting facilities, commenting also that it was hoped that work could be done on insulation and on a leak that needs to be fixed.

The meeting noted that a contractor has visited the site in relation to the leak but was unable to fix it straight away, and that remedial action is expected imminently. The meeting noted that the Ten Keats Grove building occupied by the Keats Community Library is in poor condition generally and that £900,000 worth of work is earmarked for the site across the next three years, of which £200K is ringfenced for the library building as part of a conservation management plan for the entire site.

A Member asked whether any further plans were in place to continue the educational work of Culturally Speaking. The meeting heard that the funding for that programme is in place for 2024-25 and that two further CoLC ESU-funded

projects for young people are in place: Green Changemakers (creation of climate-resilient gardens); and Change the Record (examining and reinterpreting some records within the new database with a focus on language).

6. DEVELOPMENT OF A FIVE-YEAR BUSINESS PLAN FOR KEATS HOUSE

The Committee heard an update from the Assistant Director Culture and Projects on the five-year business plan, noting that:

- The CoLC Chief Town Clerk is encouraging a move to a cycle of 5-year business plans with Environment Department being one of the first Departments to lead on that; and
- Plans for KH include garden refurbishment, partnership development, volunteering initiatives, and further digitalisation (all to be mapped out in greater detail).

A Member asked whether the substantial investments needed for the building would be incorporated into that five-year plan. The meeting noted that the conservation management plan will set out the needs of the Ten Keats Grove site and that some spend is planned for urgent reactive works ahead of that plan being drawn up to inform the five-year plan in the form of a carefully costed plan and the outcomes for the CoLC.

A Member noted that there is merit in exploring Arts Council England funds as a joint project for the whole site.

A Member asked for the envelope figure to cover a major reinterpretation of the site. The meeting heard that the figure is expected to be a £1M+ project, some of which may be internally funded where it concerns building fabric.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE CONSULTATIVE COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

The meeting ended at 3.30 pm

Chairman

Contact Officer: Jayne Moore
jayne.moore@cityoflondon.gov.uk

Committee(s): Keats House Consultative Committee (for Information) Culture, Heritage and Libraries Committee (for Decision)	Dated: 02/05/2025 09/05/2025
Subject: Achievements at Keats House 2024/25, including Risk Management Update	Public report: For Information and Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Flourishing Public Spaces • Providing Excellent Services • Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director of Environment
Report author:	Rob Shakespeare, Head of Heritage & Museums, Natural Environment.

Summary

This report updates Members of Keats House Consultative Committee and Culture, Heritage & Libraries Committee on achievements at Keats House for the period April 2024 – March 2025.

During 2024/25, Keats House has been delivering the objectives identified in its annual Activities Plan (appendix 1), which in turn contribute to the achievement of Departmental, Corporate and wider cultural sector outcomes and initiatives.

This report also provides the Culture, Heritage and Libraries Committee with assurance that risk management procedures in place for Keats House are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. The risks held by the Keats House charity are summarised in this report and the detailed risk register is provided at Appendix 4.

Recommendation(s)

Members are asked to:

a. **For Information: Achievements at Keats House**

Members are asked to note the achievements at Keats House outlined within this report.

b. **For Decision: Risk Management**

Members of the Culture, Heritage & Libraries Committee are asked to confirm, on behalf of the City Corporation as Trustee, that the register appended to this report satisfactorily sets out the key risks to the Keats House charity and that appropriate systems are in place to identify and mitigate risks.

Main Report

Background

1. Keats House is a registered charity (number 1053381), which is supported by the City of London Corporation who act as its sole trustee and resource it through the City's Estate fund.
2. As a registered charity it is required to submit an annual report and financial statement, detailing its activities and to ensure compliance with the Charities Act 2011. This is compiled by Chamberlain's for approval by CHL in autumn 2025 prior to submitting to the Charity Commission by 31 January.
3. This report includes a draft of the Achievements and Performance section (Appendix 2) for information and discussion at Keats House Consultative Committee, and by Members of Culture, Heritage & Libraries Committee.
4. This report also presents an update on the risks held by the Keats House charity, providing Members of the Culture, Heritage and Libraries Committee with assurance that risk management procedures in place for Keats House are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.
5. Keats House continues to focus on delivering its core services of opening to the public, delivering school sessions, and devising and promoting a year-round exhibition and events programme. The four staff permanently based at the house (currently 2.4fte), supported by the Natural Environment Heritage Team, are also prioritising a number of key initiatives and longer-term projects to preserve and enhance the premises and improve access to its collections, as identified in its Activities Plan 2024/25 (Appendix 1) and outlined below and in more detail in Appendix 2.
6. Through these activities it aims to rebuild its core services by increasing audience numbers and engagement, supporting a growth in income and increased

contribution to a range of Corporate, Departmental and sector outcomes. It continues to work with internal and external partners to deliver creative and engaging programmes which contribute to a range of priorities, including access to culture, creative learning, wellbeing and community cohesion.

7. Keats House continues to position itself to better support the objectives of the Environment Department, the City Corporation and wider cultural sector. The development of the emerging Cultural Strategy and a longer-term Business Plan for Keats House are seen as key to the retention of full Museum Accreditation, and underlining the role Keats House plays in the cultural life of London, the nation and beyond, particularly as it celebrates its 100th anniversary of being open to the public from May 2025.

Current Position

8. During 2024/25, Keats House was generally open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am–1pm and 2–5pm. During that period there were scheduled closures from 5 – 7 June 2024 and 8 – 20 January 2025 for essential maintenance works and 22 – 30 December for the festive break. There were also five occasions when the house closed due to unexpected staff shortages or planned training needs.
9. The Hidden Histories of Keats House exhibition opened on 15 May 2024, telling the stories of the people who lived at the house after Keats's departure and before it became a museum. The exhibition bridges the period and themes of our programming during Keats200 with those for the upcoming Keats House 100 celebrations in 2025. The exhibition, which was originally intended to run to 30 March, was extended until Sunday 20 April 2025, to include the Easter holidays in its programming.
10. 7,664 people visited the house and Hidden Histories of Keats House exhibition during 2024/25. This is similar to the 7,338 visitors in 2023/24 and remains below pre-pandemic levels.
11. A total of 42 different public events were delivered during the year, including poetry readings, talks, live interpretation, and literary and creative family workshops. Over one thousand people attended our events programme, some of whom were also visiting the house, with the usual high levels of audience satisfaction shown in feedback forms.
12. The annual Keats Foundation conference was hosted in May and the Shelley Conference 2024 in June, attended by delegates from academic institutions around the world and informing collections development research.
13. Keats House continues to offer a broad range of learning sessions to teachers and students of all ages (particularly KS4 & 5) visiting in formal education, home-schooled and community groups. The annual Keats House Summer School and our involvement in delivering four special projects, funded by the City Corporation's Education Strategy Unit (ESU) through their Cultural & Creative

Learning Fund, has helped broaden our learning offer, partnership working and learning outcomes. In 2024/25, a total of 60 taught sessions were delivered to 1,112 students from 52 different schools. In addition, Summer School resulted in 133 instances of engagement with the arts. Keats House also hosted a Natural Environment student work experience placement on two days in July '24.

14. Collections research projects are ongoing to inform temporary displays and the exhibition programme, as well as improving our catalogue records for Museum Accreditation and future online access. Updating policies and processes to ensure we are ready for our Museum Accreditation submission, now expected in 2025/26, is also a key focus of our non-public work throughout the year.
15. Volunteers help deliver the outcomes of the team through a variety of roles, including visitor tours, poetry readings and collections care. Nine themed Afternoon Poems events were delivered by our Poetry Ambassadors and six volunteers provided tours of the house on Thursdays, Fridays and Sundays throughout the year. In summer 2024 an under-graduate supported our front of house offer.
16. Keats House was again able to support local community partner events for Hampstead Summer Festival, which benefits two local charities: Keats Community Library and Hampstead School of Art. The annual Art Fair and Family Garden Party in particular see hundreds of people enjoying their local cultural and community offer, with a knock-on impact on the number of people visiting the house seen on those days. Keats House again took part in Open House Festival 2024, with 387 people visiting the house for free on Sunday 15 September.
17. The garden continues to be maintained by a dedicated group of Heath Hands volunteers, with whom a new agreement has been reached for the ongoing care of this much-admired, small green space. Our involvement in 'Green Changemakers' – an ESU funded project to create a more climate resilient garden – will also help make this much-loved, tranquil space, more sustainable, ensuring it can be enjoyed by our visitors and the local community long into the future.
18. Throughout the year we have worked closely with City Surveyors to schedule reactive, cyclical and planned preventative maintenance projects for both the Grade I listed house and garden and the Grade II listed Ten Keats Grove (library building). Works to improve the security of Keats House and Ten Keats Grove were completed in June 2024 and, more substantially in, January 2025, with the house closing to the public for a total of eleven days and Keats Community Library closing for six days to accommodate these essential works.
19. A new, five-year agreement for Keats Community Library (KCL) to continue to operate their local library service from Ten Keats Grove until 31 March 2029 was approved by Members of the Culture, Heritage & Libraries Committee on 29 January 2024 and signed by all parties on 12 November 2024.
20. As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report of licensable events held at

the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities involving the sale of alcohol have taken place to date in 2024/25 under the terms of Keats House's premises licence. Hampstead Summer Festival events which involved the sale of alcohol and other licensable activities were covered by TENs obtained by the organisers. Complimentary alcoholic drinks were served at three of the Keats House events referred to above and, at no cost to Keats House charity, at the Keats Foundation and Shelley Conferences, which also made use of the garden in the early evening. Three Keats House events which included live music took place within the conditions of the licence. Although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was renewed until September 2025 at a cost of £180.00.

Risk Management

21. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Your Committee is presented with the Keats House Risk Register every six months. This reporting frequency aligns with the City of London's Risk Management Strategy and the requirements of the Charity Commission.
22. The Executive Director assures your Committee that all risks held by the Keats House charity, which is part of the Natural Environment Division of the Environment Department, continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
23. All risks are regularly reviewed by the Head of Heritage and Museums, with the updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
24. The Keats House Risk Register contains no RED risks, two AMBER risks, and four GREEN risks which are owned and managed by the Head of Heritage and Museums. For each risk, appropriate mitigating actions are being undertaken, as shown in the detailed register at Appendix 4.
25. Since the date of the last report to your Committee, the score of the '**Health and Safety**' risk has reduced from Amber 8 (unlikely / major) to the target score of Green 4 (rare / major). This is a result of the installation of an integrated fire alarm system and CCTV and intruder alarms at Keats House and Ten Keats Grove. We accept that we cannot eliminate this risk entirely, but we will work to maintain the lower risk score and will keep the situation under continual review.

Proposals

26. Members of Keats House Consultative Committee, and Culture, Heritage & Libraries Committee are asked to note the achievements of Keats House between April 2024 and March 2025.

27. Members of Culture, Heritage & Libraries Committee are asked to approve the risk register at Appendix 4.

Corporate & Strategic Implications

Strategic implications – The activities, projects and works outlined in this report contribute towards the achievement of Corporate Plan 2024–29 outcomes as shown in Keats House Activities Plan, 2024/25 (Appendix 1).

Keats House continues to support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives and contribute to the outcomes identified in the Natural Environment Division's strategic framework.

The activities of Keats House are also designed to contribute to the aims and outcomes of the City Corporation's Education Strategy 2024-29 and emerging Cultural Strategy, which is currently in development.

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications - Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the Natural Environment Divisions' strategies.

Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Equalities implications – None

Equality Impact Assessment – None

Climate implications – None

Security implications – None

Conclusion

Keats House is open to the public and continues to devise, develop and deliver a programme of exhibitions, public events, formal learning sessions, special projects, and volunteer opportunities which provide for life-long learning and engagement with heritage and culture.

Once developed and approved, the longer-term Business Plan and other policies required for Museum Accreditation will allow for a sustainable future for the charity. The 100th anniversary of the house opening to the public, which we will celebrate from May 2025, is a major opportunity to engage with our current and potential audiences and refocus the purpose and activities of the charity for the to support City Corporation and cultural sector outcomes.

Appendices

- Appendix 1 – Keats House Activities Plan, 2024/25
- Appendix 2 – [Draft] Keats House Achievements and Performance 2024/25
- Appendix 3 – City of London Corporation Risk Matrix
- Appendix 4 – Keats House Risk Register, updated April 2025

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Image: Silhouette of Fanny Brawne by Edouart. K/PZ/01/234

Keats House Charity

Activities Plan 2024/25

The origins of Keats House Charity date back to the 1920s, when a public appeal raised the money to acquire the house and collections for the public. The charity was registered in March 1996 (no. 1053381) and, since 1 January 1997, has been provided by the City of London Corporation as part of its contribution to the cultural life of London and the nation.

The object of the Keats House Charity is:

'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre.'

About Keats House today

Keats House is a Grade I listed Regency villa, which was built between 1814 and 1816. It is open to the public as an Accredited Museum (no. 097) and delivers a programme of exhibitions and events, provides formal and informal learning opportunities for all ages and abilities, as well as supporting volunteer, work, creative, and research placements.

The garden is closely linked to the history of the site and today is an important part of the visitor offer.

Also within the grounds of the property at 10 Keats Grove stands a Grade II listed building known as Ten Keats Grove. This was first built as the Keats House Museum and Heath Library, which opened in 1931. Today, it functions as a volunteer run library operated by Keats Community Library (registered charity number 1146702), which is registered as an Asset of Community Value by the London Borough of Camden. The Nightingale Room within Ten Keats Grove acts as an events and private hire space managed by Keats House, including its use by KCL as a Children's Library and for their own fundraising events.

In 2023/24, Keats House continued its recovery from the COVID-19 pandemic and subsequent economic and social changes impacting on the cultural and tourism sectors. While most measures showed positive improvement, Keats House is yet to return to pre-pandemic visitor numbers and income.

Important priorities within 2024/25 include the launch of our 2024/25 exhibition – 'Hidden Histories of Keats House', the culmination of the Fanny Brawne to Fanny Keats letters project, work to prepare for the launch of our collections catalogue online and Museum Accreditation application, and planning for the 100th anniversary of the opening of the house to the public in May 1925.

Through these over-arching priorities and its day-to-day operation and activities, Keats House continues to demonstrate how it can **conserve the past while being relevant to the lives of people today**, and work in partnership to make a positive impact on the cultural life of London and the nation.

Our achievements in 2023/24

Between April 2023 and March 2024, we:

- **Delivered the 'Young Romantics in the City' exhibition and events programme**, supported by funding from Cardiff University's 'Innovation for All' programme.
- **Devised two new object displays** in partnership with London Metropolitan Archives, the British Library and Cardiff University, featuring rarely seen material, including the first display in this country of 'The Woman of Colour' and ballad pamphlets in Welsh and English, alongside material from our own collections.
- **Collaborated with London Metropolitan Archives for Folio400**, displaying Keats's treasured facsimile copy of Shakespeare's folio in the Heritage Gallery, Guildhall.
- **Delivered 36 different events**, including poetry readings, talks, book launches, family and literary workshops, **attended by 878 people**.
- **Hosted the Keats Foundation annual conference** in May, on the theme of 'Conversations with Keats', attracting speakers and delegates from all over the world.
- Devised and **delivered Summer School at Keats House, engaging 30 young people aged 16 -19 from six different schools** in four days of creative writing.
- **Supported the learning of 949 students and 131 teachers / assistants**, through 48 taught sessions delivered at Keats House.
- **Collaborated with key partners** including Poetry Versus Colonialism, the Education Strategy Unit, London Metropolitan Archives, Speakers Trust and National Literacy Trust and cultural partner venues to deliver 'Word on the Street' Festival, 'Culturally Speaking' and 'Young City Poets' and.
- **Secured funding from Art Fund to deliver 'The Wild Escape'**, engaging young people with nature through museum collections, including a special event for Earth Day with Hampstead School of Art and the Natural Environment Learning Team.
- **Supported events for Hampstead Summer Festival**, raising funds for two local charities: Keats Community Library and Hampstead School of Art.
- **Supported 713 hours of volunteering by 18 individuals**, who delivered tours and poetry readings for our visitors, as well as helping with front of house, collections care and events.
- **Opened Keats House** to the public on 200 days **receiving 7,338 visits in person**.
- Completed work to migrate our business records and prepare our collections records ready to import into our new Collections Management System – ContentIndex+.
- **Maintained our online engagement**, including social media, web presence and the publishing online of three letters from Fanny Brawne to Fanny Keats.
- **Worked with City Surveyor's to improve the safety and security of our premises**.

Thank you to everyone who contributed to our activities and outcomes during the year. Your creativity, time and commitment has helped Keats House Charity to deliver a creative and engaging programme for its visitors from London and around the world.

Our governance and strategic context

Keats House operates as a registered charity (no. 1053381) with the City of London Corporation as its sole Trustee. It is managed within the City Corporation's Environment Department and reports to the Cultural, Heritage & Libraries Committee. The Keats House Consultative Committee, which acts as an advisory body, meets twice a year and includes representatives from the City Corporation and local community / sector stakeholder groups.

Our activities are developed within the framework of the City Corporation's Corporate Plan and the Environment Department's business plan. Keats House is managed within the Culture & Projects Section of the Natural Environment Division and helps deliver its vision, mission and four key strategies. We also support wider City Corporation strategies, including for Climate Action and Education, Skills, Cultural & Creative Learning, as well as contribute to a wide range of heritage initiatives, led by organisations such as Arts Council England and the National Lottery Heritage Fund.

Keats House supports all and directly contributes to five of the six outcomes in The City of London Corporation's new Corporate Plan 2024-29:

Diverse Engaged Communities, Dynamic Economic Growth, **Vibrant Thriving Destination**, **Flourishing Public Spaces**, **Providing Excellent Services** and **Leading Sustainable Environment**.

Keats House aims to support the Environment Department's vision to **Shape Sustainable Future Environments** through its Primary and Supporting Aims and Objectives, particularly:

- Provide excellent frontline services
- Deliver key strategies (climate action and volunteering)
- Support sustainable growth, vibrancy, heritage and culture
- Provide thriving, biodiverse, relevant spaces
- Financial, Information and Talent Management, Innovation, Engagement & Collaboration and Inclusivity.

The main objectives of Keats House Charity in 2024/25 are to:

- **Implement the projects and activities identified in this Activities Plan for delivery in 2024/25**
- **Deliver maintenance and access improvement projects at Keats House**
- **Develop a five-year Management Plan for Keats House, to ensure the future sustainability of Keats House charity and its operating model.**

The resources we have to deliver our objectives in 2024/25 include:

Staff based at Keats House reporting to the Head of Heritage & Museums:

Keats House Supervisor – 1fte

Interpretation Officer (Programming) – 0.5fte

Interpretation Officer (Learning) – 0.43fte

Visitor Services Officer – 0.4fte plus vacant 0.6fte to be recruited to in '24/25.

We also provide, and benefit from, volunteer opportunities in five main roles: front of house; tour guides; poetry ambassadors; collections care; and event support. Approximately 15 individuals give their time and experience to support our work throughout the year.

Financial:

In 2024/25, the City Corporation will deficit fund Keats House through its City Estates Fund as follows:

Category:	Annual budget:	Description:
Staff costs:	£250k	Officer salary and on-costs, inc. training.
Revenue costs:	£73k	To pay for the running costs of the premises and our programmes.
Income target:	-£114k	Generated through admissions, shop sales, private hire, events & learning programmes, and licences.
Net budget:	£209k*	* In 2024/25 spend may exceed this amount to fund Keats200 legacy projects and other priorities from the Charity's Reserves.
Other costs covered:	£230k(+)	Support services / maintenance works (+ indicates that additional funds may be available to address the backlog of building maintenance works).

Between April 2024 and March 2025, we plan to support Corporate Plan outcomes by:

Diverse Engaged Communities

- Actively engaging with young people through Cultural & Creative Learning funded partnership projects, specifically 'Culturally Speaking' and 'Change the Record'.
- Continuing to support, develop and diversify our workforce by providing a range of paid and volunteer opportunities, including for young people aged 16 - 18.
- Making our collections more accessible by launching our new collections management database, including an online, searchable catalogue.
- Collaborating with our major partners (The London Archives, Keats Foundation, Poetry Versus Colonialism and Keats Community Library) and establish new partnerships, to enrich and diversify our cultural offer.

Vibrant Thriving Destination

- Delivering the 'Hidden Histories of Keats House' exhibition and three changing displays of rarely seen items from our collections.
- Devising and delivering a year-round events programme, including talks, live interpretation, creative workshops, and special events.
- Publishing online the final letters from Fanny Brawne to Fanny Keats on the 200th anniversary of their writing.
- Researching and developing a new exhibition and events programme for 2025/26, celebrating the 100th anniversary of Keats House opening to the public in May 1925.
- Supporting strategic partners and local community stakeholders to deliver cultural events, including the Keats Foundation Conference 2024 and events for Hampstead Summer Festival.

Flourishing Public Spaces

- Supporting City Surveyor's to improve the appearance, safety and security of our premises at 10 Keats Grove.

Providing Excellent Services

- Working with our governing body and all stakeholders to develop a sustainable and deliverable Management Plan for the period 2024 – 29.
- Reviewing and developing our policies to support applications for Museum Accreditation and Visit England's Quality Assured Visitor Attraction Scheme.
- Developing our retail offer and income streams, including private hires, creative project grants and charitable donations.
- Continuing to support formal learning in primary, secondary and higher education institutions, by providing taught sessions at Keats House and Summer School 2024.

Leading Sustainable Environment

- Conducting research to better understand our climate impact and areas of agency.
- Working with Heath Hands volunteers and the Learning Team to maintain and enhance the garden at 10 Keats Grove and deliver 'Green Changemakers'.

To find out more and follow our progress visit:

Appendix 2 – [Draft] Keats House Achievements and Performance 2024/25

Origins and Objectives of the Charity

In 1921, a body called the Keats Memorial House Committee appealed to the public for funds to purchase the property and archive from the then private owners to save it from being destroyed or dissipated, and in order to preserve John Keats's former home in which most of the poet's finest work was written. The public appeal was successful, and the property was acquired and vested in the, then, Corporation of Hampstead "as a permanent trust to be restored and equipped with relics of the poet and to be maintained in perpetuity as a Keats Museum and a live memorial to his genius, a shrine of pilgrimage for his worldwide admirers and a literary meeting place and centre". Camden Borough Council became the successors of the former Corporation of Hampstead on 1 April 1965, pursuant to the London Government Act 1963.

Keats House was registered as a charity in March 1996. The City of London Corporation acquired ownership of the land and buildings and responsibility for the administration and management of Keats House with effect from 1 January 1997.

The objective of the Charity is:

'to preserve and maintain and restore for the education and benefit of the public the land with the buildings known as Keats House as a museum and live memorial to John Keats and as a literary meeting place and centre.'

The Charity shall first defray out of the income of the Charity the cost of maintaining the property (including the repair and insurance of any buildings thereon) and all other charges and outgoings payable in respect thereof and all the proper costs, charges and expenses of and incidental to the administration and management of the Charity.

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Explanation of Aims and objectives for the year including the changes or differences it seeks to make through its activities

The activities of the Keats House Charity are guided by its Charitable Object as stated above and developed within the framework of the City Corporation's Corporate Plan 2024-29 and the Environment Department's Business Plan 2024/25. Our activities also support the City Corporation's Education Strategy and the Natural Environment Division's strategic framework, as well as the wider aims of heritage sector organisations such as Arts Council England, the Heritage Lottery Fund and The National Archives.

The City of London Corporation's Corporate Plan 2024-29 states that:

Our mission

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London with a globally-successful UK.

This mission is delivered and measured through six outcomes:

- Diverse Engaged Communities
- Dynamic Economic Growth
- Vibrant Thriving Destination
- Providing Excellent Services
- Flourishing Public Spaces
- Leading Sustainable Environment

Keats House aims to support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, particularly:

- Provide excellent frontline services
- Deliver key strategies (climate action and volunteering)
- Support sustainable growth, vibrancy, heritage and culture
- Provide thriving, biodiverse, relevant spaces
- Financial, Information and Talent Management, Innovation, Engagement & Collaboration and inclusivity.

The contribution which Keats House makes towards these is detailed below.

Achievements and Performance

Achievement against the key priorities for 2024/25:

1. Implement projects and activities identified in the Keats House Divisional Plan and Activities Plan identified for delivery in 2024/25

Throughout 2024/25, Keats House was generally open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 5pm. A total of 7,664 people visited Keats House during the year, and we continue to attract visitors from London, the UK and all over the world who report high levels of visitor satisfaction and enjoyment.

The focus of our programming throughout the year supported the ‘Hidden Histories of Keats House’ exhibition, which opened to the public in May 2024. The exhibition features the stories of those people who lived in the house after Keats left and before it became a museum in the 1920s. Changing displays featuring items from the collections related to those individual’s histories were developed in partnership with The London Archives (formerly London Metropolitan Archives).

To support the exhibition and as part of our year-round programme, 42 different events, attended by over one thousand people, were delivered in

2024/25. Highlights of the programme included: live interpretation events featuring our new Miss Chester and Fanny Keats characters and repeat events with Fanny Brawne; two performances by Saudha Bangla music and arts; three days of creative writing workshops led by City Lit; an inaugural 'Literary Salon' for The Indie Press Network; nine themed poetry readings by the Keats House Poetry Ambassadors; a harp recital in partnership with Guildhall School of Music & Drama; a Regency Dance workshop; and events targeted at specific audiences, including special openings of the house and events for under 5s and their carers.

Keats House hosted two major conferences in 2024. The annual Keats Foundation conference took place in May and the Shelley Conference 2024 in June. These multi-day conferences are attended by delegates from academic institutions around the world, helping promote Keats House and our collections to specialist audiences and researchers. The organisers of the Shelley Conference co-curated a special display of Shelley related items from our collections for the summer programme.

As well as our own programme, Keats House officers supported the Hampstead Summer Festival team to deliver their annual Art Fair, Family Garden Party and outdoor theatre events, which continue to be popular and help maintain and promote Keats House as part of its local community.

Keats House has seen an increased number of school visits this year, with a total of 60 visits from 52 schools and educational groups, including 6 at primary level, 45 at secondary and one FE group. Between April 2024 and March 2025, 1,112 students in total have attended our taught school workshops accompanied by 169 adults.

In addition, 36 students from 5 secondary schools attended our free Creative Writing Summer School week in July 2024, on the theme of 'The Outer Limits', with workshops run by novelist Lauren Beukes and poet and musician Antosh Wojcik. This event led to a total of 133 instances of engagement over the four days and a strong and varied production of individual work by students, some of which has been collected in an online anthology which was sent to participating schools.

Keats House continues to collaborate with other City of London Cultural Partner Venues to devise and deliver special learning projects, supported through the City of London Corporation's Cultural & Creative Learning Fund. This year we have continued our partnership with the National Literacy's Trust's 'Young City Poets' project, running five poetry-planning workshops for primary and secondary groups from high pupil premium schools. Students then worked with poet Laila Sumpton to complete their work for a final performance. One of these sessions was offered to a group from a special school for autistic students and we hope to strengthen our offer for special educational needs and disability (SEND) students and schools in future.

We also continued to work with Speakers Trust and three other cultural venues – including new partner Dr Johnson's House – to deliver 'Culturally Speaking', building the confidence and oracy skills of students in Year 8.

Our new grant funded projects for academic years 2024/25 include 'Green

Changemakers' in partnership with the Natural Environment Learning team and 'Change the Record' working with Poetry Vs Colonialism, which support young people in positive action towards climate resilience and representing diverse histories respectively. These projects have largely been in their planning phase in 2024/25, with the majority of sessions and outputs to be delivered in the summer term of academic year 2024/25.

A small but dedicated team of c. 12 regular volunteers provide afternoon tours for visitors and free themed poetry readings on the second Sunday of most months, including a special reading of 'The Eve of St Agnes' in January. One individual volunteered over 100 hours providing added capacity to our collections care and conservation work at the house. We also benefitted from the time of one under-graduate volunteer who helped welcome visitors to the house in July 2024. In total, Keats House volunteers provided 640 volunteer hours, and we would like to send our grateful thanks to all our volunteers for their continued support for the Charity and its activities.

Major collections research and development projects for the year included work to prepare our collections catalogue records for migration to a new collections management database and the planning and preparation of our 2025/26 exhibition programme: Keats House 100, celebrating the 100th anniversary of opening to the public in May 1925.

Unfortunately, our doctoral research student was unable to deliver the agreed outputs of their programme and this workstream and partnership was reluctantly ended by mutual agreement by 2025.

While the Keats House budget remains sustainable and income from admissions, shop sales, private hires and licences has helped offset the cost to the City Corporation of supporting the Charity, it has still not been possible to achieve the levels of visitor numbers and income received prior to the pandemic. For comparison, the number of people visiting Keats House increased by just 5% on the previous year and remains at 66% of pre-pandemic levels (7,338 visited in 2023/24 and 11,755 people visited in 2019/20). Although this slower than hoped for growth can in part be explained by the house closing for an additional three weeks for maintenance works, the recovery of the Charity's audiences and income streams remains a major priority, especially as the Charity will celebrate the 100th anniversary of its opening to the public in May 2025.

One positive step in 2024/25 was the reaching of a new, five-year licence agreement with Keats Community Library to operate from Ten Keats Grove, which will do much to support the continued ability of both charities to operate alongside each other for the foreseeable future.

As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities involving the sale of alcohol took place in 2024/25 under Keats House's premises licence. As referred to above, events were delivered from the premises for Hampstead Summer Festival which involved the sale of alcohol and other licensable activities under TENs obtained by the organisers. Complimentary drinks were served on six

occasions (including the two partner-funded conferences) and music was performed at three events. Although these did not involve the sale of alcohol they are reported here for completeness and reassurance that they were conducted within the agreed terms and conditions of the licence. The Premises Licence for 10 Keats Grove was renewed for the period to 11 September 2025 at a cost of £180.00.

2. Deliver maintenance and access improvement projects at Keats House

Keats House officers have continued to work with City Surveyor's, consultant architects and the London Borough of Camden's Planning Department to progress projects to conserve and enhance Keats House.

A conservation architect was engaged to conduct a series of fabric and mechanical and electrical surveys of Keats House and Ten Keats Grove buildings. These reports have now been finalised, along with recommendations for the programme of essential and desirable works to be carried out to preserve the Grade I listed Keats House & Grade II listed Ten Keats Grove buildings.

While planning and listed building consent have already been granted for the proposed new visitor entrance, the cost and schedule for this to be completed has yet to be determined. The connected proposal to replace the aged, wooden boundary fence to the front of the property has been developed but not yet submitted for the required planning and listed building consents. Possible sources of funding for these projects are City Corporation facilities maintenance budgets, the Keats House Charity's reserve and London Borough of Camden's Neighbourhood Community Infrastructure Levy fund, and they are currently being costed by the City Surveyor's Department to inform funding applications and project delivery in future years.

London Borough of Camden's Planning Department approved the plans for replacement / new fire and intruder alarm systems for both buildings and an upgraded CCTV system for Keats House, all of which were completed by January 2025.

During 2024/25, a new agreement was reached directly with Heath Hands charity to maintain the garden at Keats House. A group of their experienced and dedicated volunteers continue to undertake routine maintenance, seasonal planting and thoughtful enhancements to the beds and borders, as well as providing specialist advice to our Green Changemakers project. We are exceptionally grateful for their continued commitment to the garden, ensuring it can be enjoyed by visitors, site users and local residents alike.

3. Develop a longer-term Business Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model

In 2024, the City of London Corporation launched its new Corporate Plan 2024-29. This coincided with the development of the Natural Environment Division's new strategic framework, the launch of the newly consolidated

Education Strategy 2024-29 and, in early 2025, consultation on a new Cultural Strategy.

Due to this changing strategic landscape, Keats House continued to present an annual Activities Plan to the City Corporation's Culture, Heritage & Libraries Committee to guide its major workstreams in 2024/25, and subsequently for 2025/26.

The development of a detailed three to five-year forward plan for Keats House, which is required as part of the City Corporation's documentation framework and for our Museum Accreditation return will now be developed in 2025/26, to support the new Corporate Plan, Departmental priorities for 2024-29 and related Strategies. This will be submitted to Members of the City Corporation's Culture, Heritage & Libraries Committee, in their role as Trustees of the Keats House charity, for consultation and approval, before being presented as part of our Museum Accreditation return, now expected in late 2025/26.

As a result of the above activities, the Trustee has had due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Plans for Future Periods

The overarching priorities which will guide all of our objectives and activities from April 2025 are:

- Implement projects and activities identified in the Keats House Activities Plan for delivery in 2025/26 onwards
- Deliver maintenance and access improvement projects at Keats House
- Develop a longer-term Business Plan for Keats House, to ensure the future sustainability of Keats House Charity and its operating model.

City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood		Impact			
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Manager for further information.

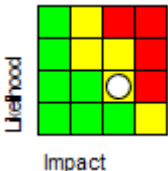
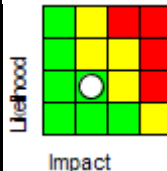
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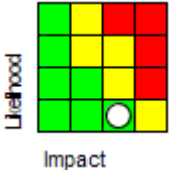

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 003a Relationship management	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City Surveyor's Department (CSD) on matters regarding Keats House. Priority projects have been budgeted for in the 2024-27 CWP Programme. Officers continue to work closely with CSD and their appointed contractors.	Rob Shakespe are	10-Apr-2025	31-Mar-2026

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 006 Delivery of priority projects 27-Jul-2022 Rob Shakespeare	Cause: Lack of staff capacity and relationships to deliver priority projects beyond the scope of the Keats House team's expertise. Event: Priority projects unable to progress. Effect: Reduced outcomes for Keats House and the City of London.		8	Priority projects for 2024/25 were largely completed to schedule. Projects for 2025/26, including development of a longer-term Business Plan, are in progress. Current priorities include planning for 'Keats House 100', which will take place in May 2025, and the launch of the new Collections Management System. We aim to reduce the risk further once the new Business Plan is in place. The target date has been extended to the end of September to allow for this. 10 Apr 2025		4	30-Sep-2025	
							Reduce	

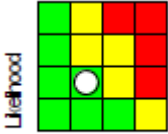
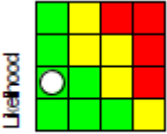
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-KH 006d Strategic planning	Develop Keats House Activity Plan 2025/26 and longer-term Business Plan.	We aim to bring the Activity Plan and Business Plan to Committee for approval in summer 2025.			Rob Shakespeare	10-Apr-2025	30-Sep-2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 001 Health and Safety	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of departmental H&S audits; failure to follow fire and security management procedures; anti-social behaviour; dealing with members of the public.</p> <p>Event: Staff, volunteer or contractor undertakes unsafe working practice.</p> <p>Effect: Death or injury of staff, contractor, member of public or volunteer.</p>		4	<p>Understanding of health and safety continues to be reinforced through team meetings and adoption of high level and bespoke risk assessments produced for property and specific activities/events. Advice is taken from the Departmental Health & Safety Manager and Health and Safety meetings.</p> <p>Both Keats House and Ten Keats Grove/library building now benefit from an integrated fire alarm system and recently installed CCTV and intruder alarms.</p> <p>Emergency procedures have been updated to reflect current practice.</p> <p>We have now achieved the target risk score of Green 4 (Rare / Major). We accept that we cannot eliminate the risk entirely, but we will work to maintain the lower risk score and will keep the situation under continual review. The target date shown is the date of the next risk review.</p>		4	30-Jun-2025	
							Accept	
07-Apr-2017								
Rob Shakespeare								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 001a Participation in Health and	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety Improvement Group meetings and H&S is a standing agenda item at Keats House Team and Culture and Projects Section meetings. This is an ongoing action.	Rob Shakespe are	10-Apr-2025	30-Jun-2025

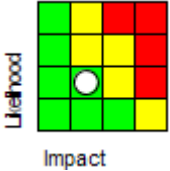
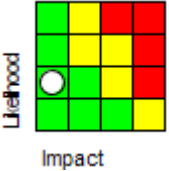
Safety meetings					
ENV-NE-KH 001c Fire alarm and security systems (maintenance)	Maintenance of fire and security alarm systems.	The Head of Heritage and Museums liaises with the City Surveyor's Department's (CSD) Project Team to ensure fire and security processes and systems are effectively maintained. This is an ongoing action.	Rob Shakespeare	10-Apr-2025	30-Jun-2025

Appendix 4

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 004 Loss of staff expertise 07-Apr-2017 Rob Shakespeare	Cause: Staff move on to new roles. Event: Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience. Effect: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.	 Likelihood Impact	4	The new organisational structure has been implemented. Implementation of the Collections Management System is progressing and is now expected to be completed by autumn 2025. Once staff training and testing has been completed, the risk will reduce to the target score of Green (2). The target date has been extended to reflect this expected timeline. 10 Apr 2025	 Likelihood Impact	2	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-KH 004a Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Implementation of the Collections Management System is progressing and is now expected to be completed by autumn 2025.			Rob Shakespeare	10-Apr-2025	30-Sep-2025

Appendix 4

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 005 Financial sustainability 25-May-2022 Rob Shakespeare	Cause: Pandemic recovery. Event: Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic. Effect: Inability to meet income targets resulting in pressure on the Keats House Charity's Reserves and increased liability of the City Corporation as sole Trustee.		4	The future financial sustainability of the Keats House Charity continues to be actively reviewed. This is now included in the development of a Culture Strategy for the City of London and is a priority for 2025/26. The target date of the risk has been extended to the end of 2025/26 accordingly. 10 Apr 2025		2	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-KH 005a Policy and staff development	Develop a longer-term Business Plan for Keats House.	Development and approval of a longer-term business plan is a priority for 2025/26 to support the Corporate Plan outcomes, Museum Accreditation and the future sustainability of the Keats House Charity.			Rob Shakespeare	10-Apr-2025	31-Mar-2026
ENV-NE-KH 005b Income generation and audience development	Develop and implement income generation and audience development plans.	These two key plans will be developed during 2025/26 to support medium to long term audience development and income recovery.			Rob Shakespeare	10-Apr-2025	31-Mar-2026

