



Keats House Consultative Committee

Date: FRIDAY, 31 OCTOBER 2025

Time: 2.00 pm

Venue: KEATS HOUSE, KEATS GROVE, NW3 2RR

Members:	Brendan Barns (Chairman)	Steven Bobasch
	Suzanne Ornsby KC (Deputy Chair)	Jim Burge
	John Foley	Alexandra Lavery
	Wendy Mead OBE	Nicholas Roe
	Stephen Ainger	Alderman Gregory Jones KC (Ex-Officio Member)

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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 approve the minutes of the meeting of 02 May 2025.

For Decision
(Pages 3 - 6)

4. **ACHIEVEMENTS AT KEATS HOUSE APRIL-SEPTEMBER 2025, INCLUDING RISK MANAGEMENT UPDATE**

To receive the report of the Executive Director, Environment.

For Information
(Pages 7 - 38)

5. **DISCUSSION ON PRIORITIES, PROJECTS AND ACTIVITIES AT KEATS HOUSE 2026 - 2029**

For Discussion

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

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

KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 2 May 2025

Minutes of the meeting of the Keats House Consultative Committee held at Committee Room 1 - 2nd Floor West Wing, Guildhall on Friday, 2 May 2025 at 2.00 pm

Present

Members:

Wendy Mead OBE
Stephen Ainger

Steven Bobasch
Alexandra Lavery

In Attendance

Officers:

Rob Shakespeare	- Environment
Jayne Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Munsur Ali who was unable to attend in person but observed some of the meeting online.

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

There were no declarations.

3. MINUTES

RESOLVED, That the minutes of the meeting of 11 October 2024 be approved as an accurate record of the proceedings.

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

The Committee noted the report of the Executive Director Environment updating Members of the Keats House Consultative Committee on achievements at Keats House for the period April 2024 – March 2025 and viewed a presentation on current activities and plans.

The Committee also reviewed the 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 (as set out in the appended risk register) and recommended its approval to the Culture Heritage and Libraries Committee.

On this risk: 'ENV-NE-KH 003 Insufficient maintenance' a Member commented that there appeared to be no sign of significant maintenance initiatives to arrest

any deterioration of the house's fabric notwithstanding repeated consideration of the matter, noting also the security and fire safety improvements completed in early 2025. The meeting also noted that a conservation architect has been appointed by the Corporation and that both buildings have been comprehensively assessed with detailed recommendations submitted, some of which have now been scheduled by the Corporation's City Surveyors with more urgent works (ivy ingress, and roof) top of the list and remedial action expected to take place during 2025 as soon as the costs are obtained and the funds released.

In response to questions on the timeline on costings information provision and the timing of the urgent works, the meeting heard that the costs are expected to be received and a schedule of works drawn up within the next few months, noting that the budget is already earmarked.

A Member asked whether the Keats-Shelley Association of America and/or the UK-based Keats-Shelley Memorial Association were involved in conversations about the house's upkeep. The meeting heard that these organisations were not directly involved in those conversations and that the 100th anniversary celebrations are expected to generate fundraising opportunities and seek out a high-profile champion.

On this risk: 'ENV-NE-KH 006 Delivery of priority projects' a Member commented that a vacant post remains unfilled, impacting on opening hours particularly given that the house does not open on Saturdays (noting also the expected resolution date of that risk of September 2025). The meeting heard that a recruitment process is expected to begin shortly. Some Members commented that it was likely to be beneficial to open the house on Saturdays, noting also that the weekday openings are busy with school visits and tour groups which generate significant income.

A Member asked for more information on what research has been done on the original colour of the house's exterior, suggesting that the current outside colour should match its original colour. The meeting heard that in 2009, when the house was under the care of the then London Metropolitan Archives, research was undertaken on the original colours and interior decoration that is documented. Some 19th century paintings of the house indicate that the outside was a sandy colour. Members noted that a major reinterpretation of the house is expected from 2028. A Member asked for clarification on whether any reinterpretation would focus on presenting the house as Keats lived in it. The meeting heard that any consultation would determine its interpretation, noting also that the charity's formation and the story of the museum is a significant story in its own right. The Committee also noted the community value of Keats House that is less easily measured in statistics, including the visits of schoolchildren to the Keats Community Library and income generation to nearby businesses.

On museum accreditation, a Member asked for further information on the progress of the accreditation renewal application and its implications. The meeting noted that Arts Council England is inviting accredited museums to re-

apply in tranches, noting that Keats House was last accredited in 2018 for a five-year period. Taking into account the pandemic's impact on the process, Members heard that Keats House is hoping to be invited in June 2025 to submit for re-accreditation by January 2026.

A Member asked about catering provision, commenting that it might generate additional footfall. The meeting noted that catering provision has been considered in the past, and that a large number of high-quality catering outlets exist nearby.

Members noted the progress in the learning and education programme, particularly around schools, and the role of the City of London Corporation's Education Strategy Unit grants in that, especially the Culturally Speaking and Green Changemakers projects.

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

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

Two matters were raised:

1. The notice board on the fence should be replaced as it is not fit for purpose, and is unusable in the winter season due to condensation.

2. The cleaner's hours merit re-examination as the cleaning disrupts the library's operation, and the cleaner does not appear to have suitable equipment.

The meeting heard that the cleaner is contracted to work 9am-midday on four days / week, and that regular audits take place with the cleaning contract manager, when these points can be raised.

7. DATE AND LOCATION OF THE NEXT MEETING

Upcoming meetings during 2025 and 2026 are as follows:

31 October 2025 at 2pm at Keats House

30 April 2026 at 2pm at Keats House

30 October 2026 at 2pm at Guildhall

The meeting ended at 3.15 pm

Chairman

Contact Officer: Jayne Moore
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DRAFT

Agenda Item 4

Committee(s): Keats House Consultative Committee (for Information) Culture, Heritage and Libraries Committee (for Information & Decision)	Dated: 31/10/2025 03/11/2025
Subject: Achievements at Keats House April – September 2025, including Risk Management Update	Public report: For Information (KHCC & CHL) and Decision (CHL only)
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 - September 2025.

During 2025/26, 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 2.

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. This report provides Members of Keats House Consultative Committee and Culture, Heritage & Libraries Committee with an update on activities at Keats House between April and September 2025.
3. 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.
4. 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 1.8fte), supported by casual staff and the Head of Museums & Heritage (Natural Environment), 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 2025/26 (Appendix 1) and outlined below.
5. Through these activities it aims to rebuild its core services and increase audience numbers and engagement, leading to increased income and demonstrable 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.

6. 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 in its centenary year.

Current Position

7. Keats House is advertised as open to the public on Wednesdays, Thursdays, Fridays and Sundays, 11am–1pm and 2–5pm, although there was one day (Sunday 21/9) when the house was forced to close due to an unexpected staff shortage.
8. The Keats House 100 exhibition, celebrating the centenary of Keats House being open to the public as a museum opened on 7 May 2025, with a celebratory event attended by over 70 people taking place on 9 May – the anniversary of its opening. The exhibition tells the story of how the house was re-discovered as the place where Keats wrote most of the work for which he is now famous, and the fundraising campaign which established the original charity which purchased the house and turned it into a museum. It also encourages visitors to explore the house as it looked in 1925, through immersive displays including objects which were presented at the house when it first opened. Live-interpretation performances featuring our newly developed Fred Edgcumbe character – the first curator of Keats House – have been scheduled throughout the spring and summer, proving very popular with our visitors and engaging them with the story of the museum's early years.
9. 5,089 people visited the house and Keats House 100 exhibition between April and September 2025. This represents a 21% increase on the same period last year and, if sustained throughout the year, would return our visitor numbers to near pre-pandemic levels (11,755 visitors in 2019/20, when the house was open five days per week, Wednesday – Sunday).
10. A total of 21 public events at the house have engaged people with the themes of the centenary, poetry and creativity, with 677 people enjoying the programme, as demonstrated through high levels of satisfaction on feedback forms and surveys.
11. Keats House continues to work in partnership with Keats Foundation (registered charity number 1147589), with their annual, three-day conference on the theme of 'John Keats in Hampstead' held at the house in May. Delegates from around the world presented academic and personal research papers to approximately 70 attendees, and a Keats House officer gave a keynote speech on the research behind the Keats House 100 exhibition.

12. Keats House continues to be a popular destination for school groups, particularly those studying English Literature for GCSE and Advanced levels. It has also become a regular destination for a local group of home-schooled students and their parent / carers. Our involvement in delivering special projects funded by the City Corporation's Education Strategy Unit (ESU) through their Cultural & Creative Learning Fund, continues to ensure that our learning offer is broad, relevant and accessible for all. We also hosted two school work experience students, one of which was in collaboration with the Natural Environment Learning team.
13. To date in 2025/26, a total of 29 taught sessions have been delivered to 513 students from 22 different schools, including sessions for three ESU funded projects: Green Changemakers, Culturally Speaking and Change the Record.
14. Summer School 2025, on the theme of 'The Monster in the Mirror', engaged a further 27 students from eight schools, five of which were high pupil premium schools which had not visited Keats House in the current year. This four-day programme resulted in 97 instances of engagement with the arts, including two days of workshops with published writers. An online anthology of work produced over the week has been sent to participating students and schools.
15. These targeted sessions and projects, in addition to our informal learning offer, have resulted in Keats House being awarded the prestigious Sandford Award for the high quality of its heritage education. Keats House continues to hold the Learning Outside the Classroom Quality Badge, demonstrating that it offers a safe and constructive environment for added-value learning experiences.
16. Volunteers provide visitor tours, poetry readings and collections care. Four themed Afternoon Poems events were delivered by our Poetry Ambassadors and five volunteers provided tours of the house on Thursdays, Fridays and Sundays. One individual provides collections care on a weekly basis, and an under-graduate supported our front of house offer throughout summer 2025. In total volunteers provided 362.5 hours of their time, expertise and enthusiasm supporting the activities at the house in the first half of the year.
17. Keats House again supported local community partner events for Hampstead Summer Festival. Hundreds of people enjoyed attending the Art Fair, Family Garden Party and outdoor theatre performances, which provide an opportunity to promote the house to its local community. This was further boosted this year by a local postcard drop to 5,000 local homes in partnership with HSF's advertising campaign and a special 'best depiction of Keats House' category in the Art of the Heath prize. Keats House also took part in Open House Festival 2025, with 395 people visiting the house for free on Sunday 14 September.
18. As well as continuing to maintain the 'Garden Shrine' or 'Bird Sanctuary' – as it was referred to in 1925 – through regular weekly sessions, Heath Hands staff and volunteers, supported our 'Green Changemakers' project, passing on their knowledge and helping young people suggest ways to make the garden more climate resilient. As a result, a number of new features, including a water butt and wildflower lawn, along with refreshed and enhanced garden interpretation, were

introduced. In June 2025, an ash tree at the rear of the garden lost a large limb during an outdoor event. While this thankfully caused no injury or damage to property it highlights the risks caused by the increased stress which the trees in particular are under, coming as it did on the back of the total loss of a lime tree near the front entrance in December 2024. Tree management, in the form of an annual survey and reactive works, continues to be provided by the North London Open Spaces tree team, but it is likely that resource will need to be allocated to manage this risk at an acceptable level in future.

19. Throughout the year we have worked closely with City Surveyor's and their appointed heritage architectural consultants to commission comprehensive and detailed surveys of the building and their immediate environment. This has led to condition reports and prioritised recommendations for both the Grade I listed Keats House and Grade II listed Ten Keats Grove (library) buildings. These are now being considered by City Surveyor's in order to draw up a schedule of works within the allocated Cyclical Works Programme (CWP) budgets, for 2025/26 and 2026/27.
20. Officers from the house, including the Head of Heritage & Museums (Natural Environment) are progressing the priority projects identified for 2025/26 and beyond, including: the commissioning and public launch of our collections management system; researching and planning the temporary displays, exhibitions and events programme for 2026/27 and subsequent years; conducting a review of material held in the Keats Memorial Collection at The London Archives; preparing for Museum Accreditation in 2026; and the longer-term business plan for 2026-29.
21. Keats Community Library (registered charity number 1146702) continue to operate their local library service from Ten Keats Grove, under an approved licence through until 31 March 2029. New promotion and representation of Keats House within the shared-use areas of the building was developed for the centenary, highlighting the role which the City of London Corporation plays in supporting these local cultural and community assets. The external notice boards were also refurbished, including refreshed branding and promotion in line with the Keats House 100 theme.
22. As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report on 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 2025/26 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 the Keats Foundation Conference at no cost to Keats House charity, and two other events, including the centenary celebration. Five Keats House events, which included two outdoor theatre performances and three indoor live music events, 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 2026 at a cost of £180.00.

Risk Management

23. 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.
24. 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.
25. 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.
26. The Keats House Risk Register contains one RED risk, 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 2.
27. Since the date of the last report to your Committee, one new risk has been added to the register: **'Tree event or failure'** with a score of Red 24 (possible likelihood with an extreme impact). There are several large trees in the grounds of Keats House which require regular inspection and works to prevent failure; extreme weather conditions exacerbate this risk. Actions to control this risk include annual inspections of all trees to identify those which need works, with the most urgent given priority, and closure of the garden in extreme weather conditions. Officers are currently awaiting quotes for tree crown reduction works which should reduce the impact of the risk, taking the overall score to the target of Amber 6 (possible likelihood with a serious impact).

Proposals

28. Members of Keats House Consultative Committee, and Culture, Heritage & Libraries Committee are asked to note the achievements of Keats House between April and September 2025.
29. Members of Culture, Heritage & Libraries Committee are asked to approve the risk register at Appendix 2.

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, 2025/26 (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 new 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, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering 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 the Keats House 100 exhibition and events programme have provided a welcome boost to the number of visitors and admissions income in the year to date. The small team based at the house continue 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.

The 100th anniversary of the house opening to the public provided a focus for the partial reinterpretation and improved promotion of the house, resulting in positive local and national media coverage and positive visitor feedback, demonstrated through visitor book comments and survey returns. This is being used to provide the basis and evidence for our longer-term Business Plan and other policies required for Museum Accreditation, supporting a sustainable future for the charity.

Appendices

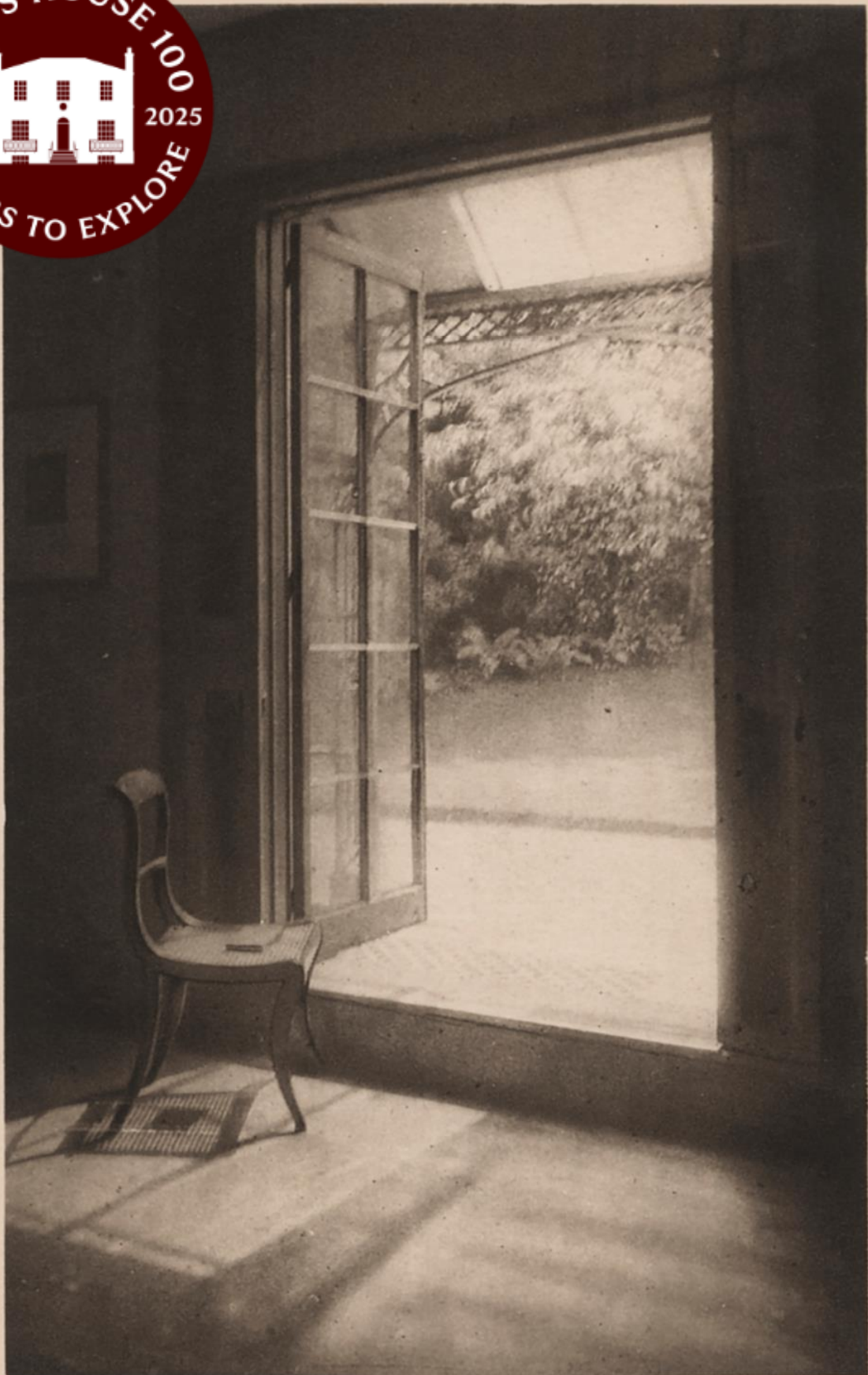
- Appendix 1 – Keats House Activities Plan, 2025/26
- Appendix 2 – Keats House Risk Register, updated October 2025
- Appendix 3 – City of London Corporation Risk Matrix

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THE KEATS PARLOUR (WENTWORTH PLACE)



Keats House is provided by the City of London Corporation as part of its contribution to the cultural life of London and the nation

Keats House Activities Plan 2025/26

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 house first opened to the public on 9 May 1925 and celebrates its 100th anniversary in 2025. The modern charity was registered in March 1996 (no. 1053381) and, since 1997, is supported 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, 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. Romantic poet John Keats lived here between December 1818 and September 1820, writing some of his most-loved work, including Ode to a Nightingale, during the spring and summer of 1819.

Today, Keats House is open to the public as an Accredited Museum (no. 097) and visitor attraction, delivering a programme of exhibitions and events, 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 remains an important part of the visitor and community 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) and is noted 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 2024/25, 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 2025/26 include the opening of our Keats House 100 exhibition and centenary programme, the launch of our collections catalogue online, and planning to support our anticipated Museum Accreditation application.

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 Londoners and our wider engaged audiences.

Our achievements in 2024/25

Between April 2024 and March 2025, Keats House:

- **Delivered the 'Hidden Histories of Keats House' exhibition and events programme**, revealing new stories of the people who lived at the house in the 1800s.
- **Devised three new object displays** in partnership with The London Archives and The Shelley Conference, featuring rarely seen items from our collections.
- **Delivered 42 different events**, including poetry readings, talks, book launches, family and literary workshops, **attended by over 1,000 people**.
- **Hosted the Keats Foundation annual conference** in May **and The Shelley Conference 2024** in June, leading to new insights and research into our collections.
- Devised and **delivered Summer School at Keats House, engaging 36 young people aged 16 -19 from five different schools** in four days of creative writing.
- **Supported the learning of 1,112 students and 169 teachers / assistants**, through 60 taught sessions delivered at Keats House.
- **Collaborated with key partners** including Poetry Versus Colonialism, the Education Strategy Unit, Speakers Trust, National Literacy Trust, Heath Hands and three cultural partner venues to deliver 'Culturally Speaking', 'Young City Poets' and 'Green Changemakers' projects.
- **Supported events for Hampstead Summer Festival**, helping them to raise funds for two local charities: Keats Community Library and Hampstead School of Art.
- **Took part in Open House Festival and Heritage Open Days**, engaging new audiences with Keats House.
- **Supported 640 hours of volunteering by 12 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 **receiving 7,664 visits in person**.
- Prepared our collections records ready to import into our new Collections Management System – ContentIndex+.
- **Maintained our online engagement**, including social media and web presence.
- **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 Natural Environment Division and helps deliver its vision, mission and four key strategies. We also support wider City Corporation strategies, including for Climate Action, Education, and the emerging Culture Strategy.

Beyond the City Corporation, our activities and advocacy contribute to a wide range of heritage initiatives, led by organisations such as Arts Council England and the National Lottery Heritage Fund.

Keats House 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 2025/26 are to:

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

The resources we have to deliver our objectives in 2025/26 include:

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

Keats House Supervisor – 1fte (vacant 0.6fte to be recruited to in '25/26)

Interpretation Officer (Programming) – 0.5fte

Interpretation Officer (Learning) – 0.43fte

Visitor Services Officer – 1fte (vacant 0.6fte to be recruited to in '25/26).

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 2025/26, the City Corporation will deficit fund Keats House through City's Estate as follows:

Category:	Annual budget:	Description:
Staff costs:	£253k	Officer salary and on-costs, inc. training.
Revenue costs:	£78k*	To pay for the running costs of the premises and our programmes.
Income target:	-£118k	Generated through admissions, shop sales, private hire, events & learning programmes, and licences.
Net budget:	£213k*	* In 2025/26 spend will exceed this amount to fund Keats House 100 projects and other priorities from the Charity's Reserves.
Other costs covered:	£230k (+)	Support services / maintenance works (+ indicates that additional funds will be allocated to address the identified schedule of building maintenance works).

Between April 2025 and March 2026, we plan to support Corporate Plan outcomes by:

Diverse Engaged Communities

- Actively engaging with young people through Cultural & Creative Learning funded partnership projects.
- Growing our offer for families with young children and older people.
- Improving access for children and young people with special educational needs and disabilities (SEND) and adults with disabilities.
- 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 and relevant by launching our new collections management database, including an online, searchable catalogue.
- Collaborating with our strategic partners (The London Archives, Keats Foundation, Heath Hands, Poetry Versus Colonialism and Keats Community Library) and establish new partnerships, to enrich and diversify our offer.

Vibrant Thriving Destination

- Delivering the 'Keats House 100' exhibition and redisplay of items from 1925.
- Devising and delivering a year-round events programme, including talks, live interpretation, creative workshops, and special events.
- Researching and developing a new exhibition and events programme for 2026/27.
- Supporting local community stakeholders to deliver cultural events.
- Improving our marketing, particularly within the local and London context.

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 visitor experience, collections and policies to support applications for Museum Accreditation and Visit England's Quality Assured Visitor Attraction Scheme.
- Rebuilding our income streams, including admissions, retail sales, 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, special learning projects and Summer School.

Leading Sustainable Environment

- Undertaking specific actions to reduce our climate impact and improve the sustainability and biodiversity of our site and services.
- Working with Heath Hands volunteers and the Learning Team to maintain and enhance the garden at 10 Keats Grove.

To find out more and follow our progress visit:

ENV NE - Keats House Risk Register

Report Type: Risks Report
Report Author: Joanne Hill
Generated on: 06 October 2025



Rows are sorted by Risk Score

Risk Level Description Service

Risk Code	ENV-NE-KH 007	Risk Title	Tree event or failure
Description	<p>Cause: Several large trees which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk.</p> <p>Event: Tree or tree limb failure.</p> <p>Effect: Public safety, potential serious injury/death; damage to heritage buildings; loss of trees; loss of habitat; insurance claims and associated costs; reputational damage.</p>		

Current Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-

Original Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Creation Date	24-Jul-2025

				2026			
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Latest Note	<p>Tree management systems are in place to address this risk. These include an annual inspection of all trees in the grounds of Keats House to identify any trees which are more likely to fail due to structural or health issues. The inspections are carried out by the CoL's North London Open Spaces Tree Team. Necessary works are prioritised to ensure the most urgent issues are addressed quickly. The Tree Team also provides reactive tree management support should an incident occur.</p> <p>Keats House follows the North London Open Spaces' Extreme Weather Protocol which contains criteria for closing the garden in extreme weather conditions.</p> <p>We are currently awaiting quotes for tree crown reduction to allow us to allocate the additional resource required to reduce this risk.</p>	02-Oct-2025
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Risk Level	Service	Risk Approach	Reduce
Department	Environment	Risk Owner	Rob Shakespeare

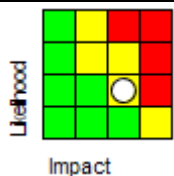
Associated Actions

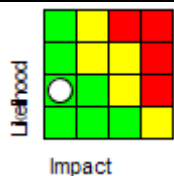
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 007a Tree management	Continue to comply with established tree management systems.	The CoL's North London Open Spaces (NLOS) Tree Team continues to support Keats House with an annual tree inspection and reactive tree management.	02-Oct-2025	David Humphries; Rob Shakespeare	31-Mar-2026
ENV-NE-KH 007b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate.	An Extreme Weather Protocol is in place which contains criteria for closing the garden during extreme weather events, such as high winds, lightning/storms or flooding.	02-Oct-2025	Rob Shakespeare	31-Mar-2026

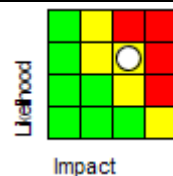
Risk Code	ENV-NE-KH 003
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Risk Title	<i>Insufficient maintenance</i>
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Description	<p>Cause: Building deteriorates due to insufficient maintenance.</p> <p>Event: City of London required to carry out maintenance on property which may cause inconvenience to visitors, including closure of building for extended periods.</p> <p>Effect: Reputational damage, poor visitor experience, poor working conditions, long-term survival of the heritage asset compromised, damage to collection due to poor environmental conditions (e.g. in case of heating failure).</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications.</p> <p>Funding has been allocated in the 2024-27 Cyclical Works Programme (CWP) to address current and future maintenance needs.</p> <p>Full condition and Mechanical and Engineering (M&E) surveys for both Keats House and Ten Keats Grove have</p>	02-Oct-2025
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	<p>been completed and are now with City Surveyor's Department (CSD) to schedule the recommended priority works.</p> <p>The current risk score has been maintained at Amber 8 pending the completion of the urgent recommended works. The target date has been set accordingly.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

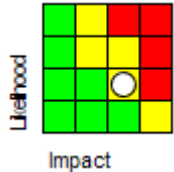
Associated Actions

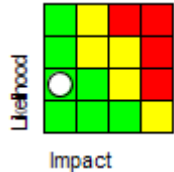
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 003a Relationship Management Page 24	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City 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 consultants and contractors.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 003b Delivery of works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	<p>The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.</p> <p>Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.</p>	02-Oct-2025	Peter Collinson	31-Dec-2025

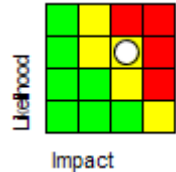
Risk Code	ENV-NE-KH 006
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Risk Title	<i>Delivery of priority projects</i>
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Description	Cause: Lack of staff capacity and relationships to deliver priority projects beyond the scope of the Keats House team's expertise. Event: Priority projects unable to progress. Effect: Reduced outcomes for Keats House and the City of London.
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	27-Jul-2022

Latest Note	<p>Priority projects for 2025/26 include:</p> <ul style="list-style-type: none"> • The Keats House 100 Exhibition (completed) • Development of a longer-term Business Plan (in progress) • Launching the new Collections Management System (rescheduled to March 2026) <p>We aim to reduce the risk to the target score once the new Business Plan is approved and the Collections Management System is launched. The target date has been extended to the end of March 2026 to allow for this.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

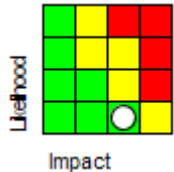
Associated Actions

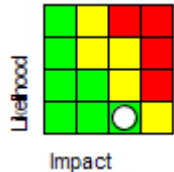
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 006d Strategic planning	Develop Keats House Activity Plan 2025/26 and longer-term Business Plan.	We aim to bring the Activity Plan and Business Plan to Committee for approval by the end of the 2025/26 financial year.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 006e Collections Management System	Launch new Collections Management System.	The launch of the new Collections Management System has been rescheduled to the end of March 2026. Work is underway to meet this target.	02-Oct-2025	Rob Shakespeare	31-Mar-2026

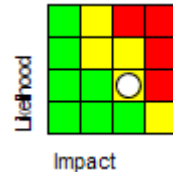
Risk Code	ENV-NE-KH 001
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Risk Title	<i>Health and Safety</i>
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Description	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results 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>
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Current Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<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 and continue to be reviewed and revised to reflect current practice with advice from the CoL's Fire and Health and Safety Advisers.</p>	02-Oct-2025
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Appendix 2

	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.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Rob Shakespeare

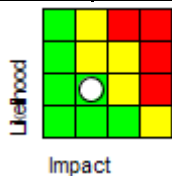
Associated Actions

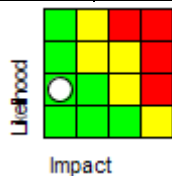
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 001a Participation in Health and Safety Meetings	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety Improvement Group meetings. H&S is a standing agenda item at Keats House Team Meetings and at Culture and Projects Section meetings. This is an ongoing action.	06-Oct-2025	Rob Shakespeare	31-Dec-2025
ENV-NE-KH 001c Fire alarm and security systems (maintenance)	Maintenance of fire and security alarm systems.	<p>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.</p> <p>The most recent security inspection was completed on 23 July 2025 and fire and health and safety inspections were completed on 3 September 2025. An external fire risk assessment is being commissioned for November 2025.</p>	06-Oct-2025	Rob Shakespeare	31-Dec-2025

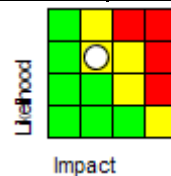
Risk Code	ENV-NE-KH 004
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Risk Title	<i>Loss of staff expertise</i>
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Description	<p>Cause: Staff move on to new roles.</p> <p>Event: Difficulties in recruitment and new staff not experienced in collection; unable to offer positive visitor experience.</p> <p>Effect: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	30-Jun-2026

Original Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Creation Date	07-Apr-2017

Latest Note	<p>Succession planning is being actively pursued to ensure continuity of service when members of staff leave or retire. A planned flexible retirement has been approved and recruitment for the role is being progressed to overlap and provide continuity of service.</p> <p>Migration of data to the new Collections Management System is progressing, and is now expected to be completed by December 2025. Once testing and staff training has been completed, and the system launched (by March 2026) the risk will be reassessed, and we hope to reduce to the target score of Green (2).</p> <p>The target date has been revised to reflect the above actions.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

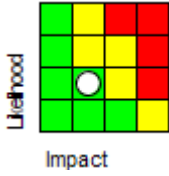
Associated Actions

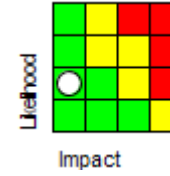
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 004a Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Implementation and launch of the Collections Management System are expected to be completed by March 2026.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 004b Recruitment	Recruit to vacant roles.	Recruitment to key roles will be progressed in autumn/winter 2025/26. Where possible suitable handover periods will be allowed for to enable existing, experienced, staff members to train new post holders.	02-Oct-2025	Rob Shakespeare	30-Jun-2026


Risk Code	ENV-NE-KH 005
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Risk Title	<i>Financial sustainability</i>
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Description	<p>Cause: Pandemic recovery.</p> <p>Event: Continued reduction of income from all sources, particularly admissions, sales and hires following the Covid-19 pandemic.</p> <p>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.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	29-Mar-2022

Latest Note	<p>The future financial sustainability of the Keats House Charity continues to be actively reviewed. This is now included in the development of a Cultural 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.</p> <p>Audiences and income have seen an increase in the first half of 2025/26.</p>	02-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Rob Shakespeare

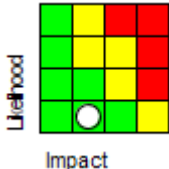
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	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.	02-Oct-2025	Rob Shakespeare	31-Mar-2026
ENV-NE-KH 005b Income generation and audience development	Develop and implement and audience development and income generation plans.	This key plan is in development to support medium to long term audience development and income recovery and will be brought to Committee by the end of the current financial year.	06-Oct-2025	Rob Shakespeare	31-Mar-2026

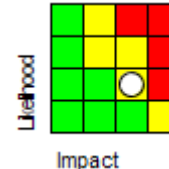
Appendix 2

Risk Code	ENV-NE-KH 002	Risk Title	<i>Theft or damage</i>
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Description	<p>Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental damage to items during museum opening or events.</p> <p>Event: Loss of or damage to heritage collection items; loss of equipment or personal belongings</p> <p>Effect: City of London are unable to open the property to the public to show items of interest due to theft of item, or damage caused in effecting theft, and necessity to carry out repair or install new collection. Loss of income; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
2	Rare	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Rare	Serious
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	07-Apr-2017

Latest Note	<p>The current risk score remains Green. Keats House is open to the public with staff in attendance. The security system has been replaced along with upgraded CCTV. Procedures are in place, and are followed, in response to incidents.</p> <p>We have achieved the target score of Green 2 (rare/serious). 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>	02-Oct-2025
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Risk Level	Service
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Risk Approach	Accept
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Department	Environment	Risk Owner	Rob Shakespeare
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Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 002a Security maintenance	Maintain effective processes and monitoring.	Keats House and City Surveyor's Department (CSD) ensure the maintenance and monitoring of an effective security system in the Cyclical Works Programme (CWP), and Keats House maintain effective processes to respond to any incidents.	02-Oct-2025	Rob Shakespeare	31-Dec-2025

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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 Advisor for further information. Ext 1297

October 2015

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