

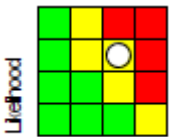
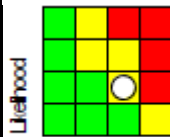


Keats House Risk Register

Report Author: Joanne Hill

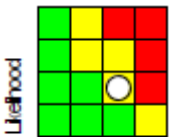
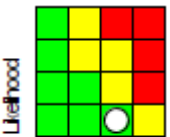
Generated on: 09 May 2023

Rows are sorted by Risk Score

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 major projects 27-Jul-2022 Rob Shakespeare	Cause: Lack of staff capacity and relationships to deliver major 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 CoL.		12	Major priorities have been identified for progression in 2023/24 and beyond through the Divisional Plan, including access improvements to Keats House grounds; and implementation of the recently procured Collections Management System. 02 May 2023		8	31-Mar-2024 Reduce	

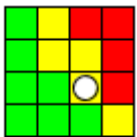
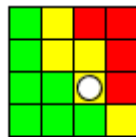
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 006a Liaison with City Surveyor's Department	Maintain ongoing liaison with the City Surveyor's Department.	Working with City Surveyor's Department to establish revised costs and schedule works once budgets have been approved.	Rob Shakespeare	02-May-2023	31-Mar-2024

Appendix 2

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 07-Apr-2017 Rob Shakespeare	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results of divisional H&S audits; security; anti-social behaviour; dealing with members of the public.</p> <p>Event: Staff, volunteer or contractor undertakes unsafe working practice.</p> <p>Impact: Death or injury of staff, contractor, member of public or volunteer.</p>	 <p>Lifehood</p> <p>Impact</p>	8	<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 North London Open Spaces Management Meetings.</p> <p>Emergency procedures are currently being updated following changes to the way the contracts are managed. Projects to replace the fire monitoring systems for both buildings are still in process and therefore the current risk rating has been maintained pending their completion.</p>	 <p>Lifehood</p> <p>Impact</p>	4	31-Mar-2024	
							Reduce	

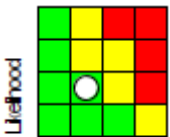
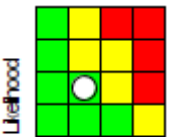
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-KH 001a Participation in H&S meetings	Keats House staff attend Health and Safety meetings as appropriate.	A representative of Keats House attends North London Open Spaces Management Team meetings, where H&S is a standing agenda item, and divisional/departmental meetings as required. The Principal Curator is liaising with the City Surveyor's Project Team to progress fire alarm replacement works at both buildings.	Rob Shakespeare	02-May-2023	31-Mar-2024

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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 003 Insufficient maintenance 07-Apr-2017 Rob Shakespeare	<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>Impact: 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>	 <p>Lifehood</p> <p>Impact</p>	8	<p>CWP budgets have reduced across the department, and maintenance works are currently outstanding for both Keats House and Ten Keats Grove. The risk score has been reduced back to Amber 8 as the immediate concerns about Ten Keats Grove have been addressed.</p> <p>We continue to work with the City Surveyor's Department to identify future maintenance projects.</p> <p>02 May 2023</p>	 <p>Lifehood</p> <p>Impact</p>	8	Accept	

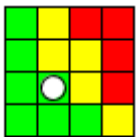
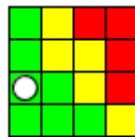
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-KH 003a Relationship management	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	A representative from Keats House is invited to, and attends, divisional client liaison and specific project meetings as required. The Principal Curator is liaising with the City Surveyor's Project Team to schedule priority maintenance works for 2023/24.			Rob Shakespeare	02-May-2023	31-Mar-2024

Appendix 2

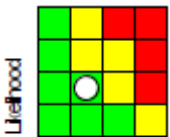

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-KH 002 Theft or damage 07-Apr-2017 Rob Shakespeare	<p>Cause: Theft by people visiting the museum 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: 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.</p> <p>Impact: Loss of or damage to heritage collection items; loss of equipment or personal belongings; reputational damage.</p>	 <p>Lifehood</p> <p>Impact</p>	4	<p>The current risk score remains at Green. Keats House is open to the public and staff attend site regularly. Despite a delay in replacing the security system, an intruder alarm and CCTV are both still in place and functional. We accept the current level of risk.</p> <p>03 May 2023</p>	 <p>Lifehood</p> <p>Impact</p>	4	Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-KH 002a Security maintenance	Keats House to ensure City Surveyor's Department (CSD) address the regular maintenance and upkeep of effective security system in the Cyclical Works Programme (CWP).	Projects to replace the CCTV, fire alarm and security alarm systems are in place and being progressed for 2023/24.		Rob Shakespeare	03-May-2023	31-Mar-2024

Appendix 2

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	<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>Impact: Loss of expertise; recruitment and training costs; short-staffing leading to operational issues.</p>	 Likelihood Impact	4	<p>The proposed Target Operating Model will result in recruitment to vacant posts within the Keats House team.</p> <p>The Collections Management System has been procured and is being implemented. Once staff training and testing has been completed, the risk will reduce to the target score of Green (2).</p> <p>03 May 2023</p>	 Likelihood Impact	2	30-Sep-2023	
							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.	Training on new database to be completed by Autumn 2023.	Rob Shakespeare	03-May-2023	30-Sep-2023
ENV-NE-KH 004b Collections management system	Improved Collections Management System to be purchased and commissioned.	As per the main risk update, this has been procured and was initiated by the end of the 2022/23 financial year. Once tested and fully implemented, this action will reduce the risk of staff change and the commensurate loss of specialist knowledge	Rob Shakespeare	03-May-2023	30-Sep-2023

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	<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>Impact: 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>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Measures taken to reduce expenditure and rebuild income streams have proven successful as audiences have recovered. However, as these remain below pre-pandemic levels, they need to be monitored and, in the medium to long term, diversified to ensure the future financial sustainability of the Keats House Charity.</p> <p>03 May 2023</p>	 <p>Likelihood</p> <p>Impact</p>	2	31-Mar-2025	
							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 three to five year Management Plan for Keats House, supported by a realistic fundraising strategy to be implemented by all staff.	A three to five year Management Plan, supported/ followed by a fundraising strategy, is a key priority for 2023/24, both to support the Museum Accreditation and to guide the future sustainability of the Keats House Charity.	Rob Shakespeare	03-May-2023	31-Mar-2024