

ENV NE - Keats House Risk Register

Report Type: Risks Report

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Generated on: 06 October 2025



Rows are sorted by Risk Score

Risk Level Description Service

Risk Code	ENV-NE-KH 007	Risk Title	<i>Tree event or failure</i>
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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>
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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

Appendix 2

				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
Department	Environment

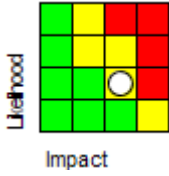
Risk Approach	Reduce
Risk Owner	Rob Shakespeare

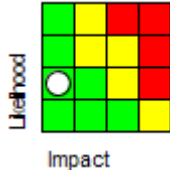
Associated Actions

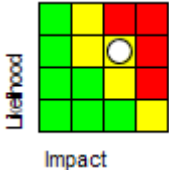
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 007a Tree management	Continue to comply with established tree management systems.	The CoL's North London Open Spaces (NLOS) Tree Team continues to support Keats House with an annual tree inspection and reactive tree management.	02-Oct-2025	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	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

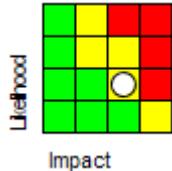
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 003a Relationship management	Keats House to continue developing relationship with City Surveyor's Department (CSD) and attend, when necessary, client liaison meetings.	The Head of Heritage and Museums liaises with the City Surveyor's 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

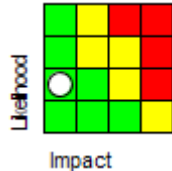
Appendix 2

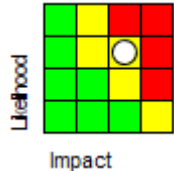
Risk Code	ENV-NE-KH 006
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Risk Title	<i>Delivery of priority projects</i>
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Description	<p>Cause: Lack of staff capacity and relationships to deliver priority projects beyond the scope of the Keats House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

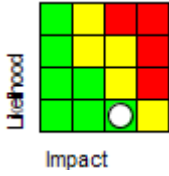
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 006d Strategic planning	Develop Keats House Activity Plan 2025/26 and longer-term Business Plan.	We aim to bring the Activity Plan and Business Plan to Committee for approval by the end of the 2025/26 financial year.	02-Oct-2025	Rob 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

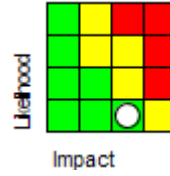
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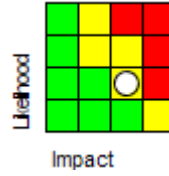
Risk Code	ENV-NE-KH 001
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Risk Title	<i>Health and Safety</i>
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Description	<p>Cause: Poor understanding and/or delivery of H&S policies and procedures; inadequate training; failure to implement results 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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	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

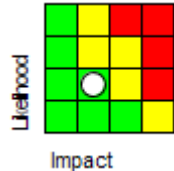
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 001a Participation in Health and Safety meetings	Represent Keats House at Health and Safety meetings.	Keats House is represented at Environment Department Health and Safety Improvement Group meetings. H&S is a standing agenda item 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


Appendix 2

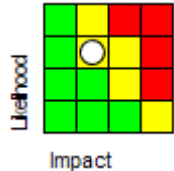
Risk Code	ENV-NE-KH 004
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Risk Title	<i>Loss of staff expertise</i>
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Description	<p>Cause: Staff move on to new roles.</p> <p>Event: Difficulties in recruitment and new staff not experienced in collection; 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

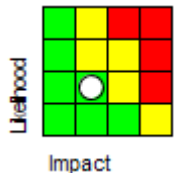
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 004a Staff training	All staff to be familiarised with the collection and database to ensure retention of collections-related knowledge.	Implementation and launch of the Collections Management System are expected to be completed by 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

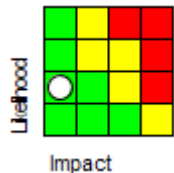
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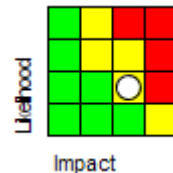
Risk Code	ENV-NE-KH 005
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Risk Title	<i>Financial sustainability</i>
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Description	<p>Cause: Pandemic recovery.</p> <p>Event: Continued reduction of income from all sources, particularly admissions, 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

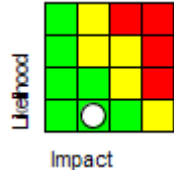
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-KH 005a Policy and staff development	Develop a longer-term Business Plan for Keats House.	Development and approval of a longer-term business plan is a priority for 2025/26 to support the Corporate Plan outcomes, Museum Accreditation and 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

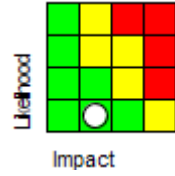
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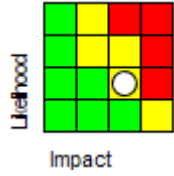
Risk Code	ENV-NE-KH 002
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Risk Title	<i>Theft or damage</i>
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Description	<p>Cause: Theft by people visiting the museum during opening hours, or a break in when the museum is closed; deliberate or accidental 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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Appendix 2

Department	Environment
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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

