



Keats House Consultative Committee

Date: MONDAY, 18 MARCH 2019

Time: 1.45 pm

Venue: COMMITTEE ROOM, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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| Graham Packham, Chairman, Culture, Heritage and Libraries Committee | Andrew Dutton-Parrish, Hampstead Conservation Advisory Committee |
| Deputy Wendy Hyde, Deputy Chairman, Culture, Heritage and Libraries Committee | Bob Hall, Keats Foundation |
| Stephen Ainger, Chair, Downshire Hill Residents Association | Graeme Harrower, Culture, Heritage and Libraries Committee |
| Steven Bobasch, Keats Community Library | Martin Humphery, Heath and Hampstead Society |
| Jim Burge, Heath Hurst Road Residents' Association | Vivienne Littlechild MBE, Culture, Heritage and Libraries Committee |
| Karina Dostalova, Hampstead Heath, Highgate Wood and Queens Park Committee | Jeremy Simons, Culture, Heritage and Libraries Committee |

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Lunch will be served in Guildhall Club at 1:00 pm

**John Barradell
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 previous meeting held on 3 October 2018.

For Decision
(Pages 1 - 6)
4. **DRAFT ANNUAL REPORT FOR KEATS HOUSE CHARITY 2018/19**
Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 7 - 32)
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
7. **DATE OF THE NEXT MEETING**

KEATS HOUSE CONSULTATIVE COMMITTEE

Wednesday, 3 October 2018

Minutes of the meeting of the Keats House Consultative Committee held at
Nightingale Room, 10 Keats Grove, London NW3 2RR at 2.30 pm

Present

Members:

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| Graham Packham - Chairman, Culture Heritage and Libraries Committee | Jeremy Simons - Culture, Heritage and Libraries Committee |
| Vivienne Littlechild - Culture, Heritage and Libraries Committee | Jim Burge - Heath Hurst Road Residents' Association |
| Bob Hall - Keats Foundation | Andrew Dutton-Parrish - Hampstead Conservation Advisory Committee |
| Graeme Harrower - Culture, Heritage and Libraries Committee | Stephen Ainger, Chairman - Downshire Hill Residents' Association |
| Martin Humphery - Heath and Hampstead Society | Nigel Stewart - Keats Community Library Deputy John Tomlinson - Hampstead Heath, Highgate Wood and Queens Park Committee |

In Attendance

Officers:

| | |
|-----------------|-----------------------------------|
| Julie Mayer | - Town Clerks |
| Colin Buttery | - Director of Open Spaces |
| Bob Warnock | - Superintendent, Hampstead Heath |
| Rob Shakespeare | - Principal Curator, Keats House |

1. APOLOGIES

Apologies were received from Deputy Wendy Hyde, Stephen Bobasch (represented by Nigel Stewart) and Karina Dostalova (represented by Deputy John Tomlinson).

The Chairman welcomed Mr Andrew Dutton-Parish and Mr Stephen Ainger to their first meeting of the Consultative Committee.

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

There were no declarations.

3. MINUTES

The minutes of the meeting held on 15 May 2018 were approved, subject to removing the word 'reviving' at the end of paragraphs 10.

RESOLVED, that – the minutes of the meeting held on 15 May 2018 be approved.

4. **KEATS HOUSE UPDATE REPORT**

Members received a report of the Superintendent of Hampstead Heath which summarised the achievements and developments at Keats House, including Ten Keats Grove, since the last meeting on 15 May 2018. The Principal Curator also tabled the latest programme for the House.

During the discussion on this report, the following points were noted:

Visit England and London in Bloom

Initial feedback from the Visit England Inspection had been very positive; there might be a small dip on last year's score, but this had been expected on account of some minor maintenance issues. Whilst marginal, they would receive full consideration once the final report was available.

Members were very pleased to note that the House had been awarded 'Silver Gilt' status; i.e. scoring 70-84% of the points available in the 'London in Bloom' (Walled Gardens Category).

Licence at Ten Keats Grove and Defibrillator

The Licence for Ten Keats Grove had been resolved. A 'letter of comfort' is being discussed with the Director of Open Spaces. Members were pleased to note that a fully automatic defibrillator had been purchased for use at Keats House and Ten Keats Grove; of a simple design, which would not operate if an individual wasn't in cardiac arrest. Members noted that a fully trained Lifeguard had advised on the purchase and will be running the training sessions for all staff, which would be extended to new staff and volunteers. The device would be checked weekly, alongside the fire alarms, and the Library would be briefed regularly.

Premises Licence Application

Members noted that a few factors had come to light in respect of the Premises Licence application, which the Principal Curator would like to revisit. The Curator explained that there been some inconsistencies between the draft licence application and the fire risk assessments conducted in February 2018. Members were reminded that, during the period of consultation, some residents had raised concerns. Members were concerned at the amount of time taken to progress the application, and asked to see a timeline for possible completion, given the proximity to the Keats200 Commemorations.

Members asked for the licence application to progress concurrently with the planning application to improve the entrance to the House. Members suggested a meeting with the Heath and Hampstead Society, before further consultation.

Boiler Replacement

Members noted that the boiler replacement had identified some asbestos, which was being removed this week. The Curator advised that the heating replacement work had come on stream very late and progressed quickly and apologised for any perceived lack of consultation with the Trustees. In response to a question as to why heat pumps had not been used, Members noted that the City Surveyor would have chosen the most energy efficient option, but the Curator agreed to investigate the background to the decision.

Livery Companies

In respect of bookings from Livery Companies, a Member suggested a direct contact with the Livery Clerks, as well as the Livery Newsletter, emphasising the City Corporation's patronage of the House and its close proximity to the City.

Keats200 and Project Co-ordinator

Discussions were underway with principal partners in respect of Keats200 and the Curator reported on a positive meeting with The Keats Foundation and the Keats-Shelley Memorial Association, which considered partnership projects, branding and avoiding duplication. The Curator tabled 5 branding options, with 2 main variants. Whilst there was a preference for the darker, sharper images, which showed Keats' profile, Members felt that input from a professional designer was more appropriate. Initial contact with 'Chickenshed Theatre' had also been positive; this company was very popular with young people and a programme of workshop performances were being proposed, culminating in a large performance in 2020.

Members noted that the programme, as planned, would require significant resources to develop and deliver and it was therefore proposed to appoint a Keats200 Project Co-ordinator, on a fixed-term contract, for a two-year period. The main purpose of the role would be to develop and help deliver an ambitious and creative programme for the Keats200 Bicentenary and secure funding required for identified projects within the overall programme. The job and person specifications were being written and would be submitted for job evaluation as soon as possible. It was proposed that funding for this role would cost c. 55% of the current available reserves. In concluding the debate, Members endorsed a submission for a bid, to the Culture, Heritage and Libraries Committee, to support funding for this fixed-term post.

Private Hire

In respect of the downturn in numbers attending for private hire, the Curator assured Members that income was stable, but the House had to give priority to exhibitions and programming. Currently, there was 1 part time Officer engaged on private hire, who was looking at how this might be improved. The Curator offered to provide enhanced figures in the next update, showing the number of private hires, as well as individuals attending, and the outcome and benefits from the events.

Internet at the Library

Members were concerned at the ongoing issues with the Library's internet connection, despite this being reported regularly to the IT Help Desk, and would therefore like to see it resolved as soon as possible. There was a suggestion that the Library would benefit from arranging its own broadband connection not managed by the City IT group and the Principal Curator agreed to explore alternative options.

Entrance Fees at the House

The Curator tabled a schedule of entrance fees in comparable locations and Members noted that Visit England suggested that the House's entrance fee was undervalued. The Curator also agreed to investigate the origins of the Art Fund concession. There was further discussion about other concessions; i.e. the pros and cons of senior, family tickets and the value of memberships, which would be explored fully in the financial implications contained in the report and recommendations to the Culture, Heritage and Libraries Committee. In concluding the debate, Members endorsed the proposals including the principle to increase the current entrance fee to the House and to develop a community ticket.

CIL Project to Improve the Entrance to the House

Members were asked to consider an additional aspect arising from the CIL project in respect of improvements to the entrance to the House, which fell outside of the CIL Funding, and would require support from the Culture, Heritage and Libraries Committee to fund the project shortfall from reserves. Members noted that there had been initial discussions about the use of materials for a three-way, sliding gate, to open up the view of the House. On further examination, Camden Council officers had expressed concern regarding the proposed choice of materials and their compatibility to the existing street scene.

Having studied the various proposals in the drawings, Members were concerned about the safety aspect of a completely open entrance and the Principal Curator will ensure this is considered prior to final submission. In respect of the materials, Members suggested that oak would weather well and railings were acceptable, in a tasteful design, but accepted that Officers must work within the parameters of Camden Planning Officers' recommendations. In concluding the debate, Members endorsed the submission of a request to the Culture, Heritage and Libraries Committee to support funding the entrance improvements from reserves.

5. QUESTIONS

There were no questions.

6. ANY OTHER BUSINESS

A new Member of the Consultative Committee thanked Members for a productive meeting and the City for their ongoing support of Keats House.

7. DATE OF THE NEXT MEETING

18 March 2019 at Guildhall – 1.45 pm

The meeting ended at 4.30

Chairman

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|--|-------------------------------|
| Committee(s): Keats House Consultative Committee | Date(s): 18/03/2019 |
| Subject: Draft Annual Report for Keats House Charity, 2018/19 | Public |
| Report of: Superintendent of Hampstead Heath | For Discussion |
| Report author: Rob Shakespeare, Principal Curator (Keats House), Open Spaces Department | |

Summary

This report proposes a new approach to updating members of the Keats House Consultative Committee on activities at Keats House.

Presented at Appendix 1 for information and discussion is the draft annual report on activities at Keats House for year ending 31 March 2019. Once finalised, this will then be included in the Trustees Annual Report as required by the Charity Commission.

It also presents a proposal to change the timing of Keats House Consultative Committee meetings to better tie in with the City of London Corporation's reporting cycle.

Recommendations

It is recommended that:

- Members note the contents of this report.
- Members share their thoughts on achievements at Keats House and how the service meets the priorities, aims and objectives outlined within the Corporate Plan 2018-23, the City Corporation's Cultural Strategy, the Departmental Business Plan, 2019/20 and the objectives of the Keats House charity.
- Members indicate their support for fixing the timing of the Keats House Consultative Committee meetings to better fit the annual reporting cycle.
- That the views of the Keats House Consultative Committee be conveyed to the Culture, Heritage and Libraries Committee at their meeting on 13 May 2019.

Main Report

Background

1. Keats House is a registered charity (number 1053381) with the City Corporation acting as sole trustee.

2. As a registered charity it is required to submit an annual report and financial statement, detailing its activities and ensure compliance with the Charities Act 2011.

Current Position

3. In recent years, Keats House Consultative Committee meetings have received a written report prepared by the Principal Curator, summarising recent achievements at Keats House.
4. Typically, these have been presented in spring and autumn each year but do not always align with half year and end of year reporting cycles.
5. In addition, each year, a half year and end of year Business Update for Keats House is presented to the Culture, Heritage and Libraries Committee and, following the end of the financial year, an annual report is also produced to meet the requirements of the Charity Commission.
6. All of the reports referred to above contain very similar information but, due to the different purposes and timescales, the statistical information in particular requires re-calculating for each report, which is both time consuming and potentially confusing for a relatively small organisation.

Options

7. It would be more efficient to use the autumn meeting of the Keats House Consultative Committee to reflect on progress against priority projects to date and begin to set the objectives for the following business year, with the spring meeting being used to finalise the end of year reports for onward submission to the Culture, Heritage and Libraries Committee and, eventually, for incorporation into the Annual Statement of Accounts, as required by the Charity Commission.

Proposals

8. The Principal Curator recommends that the Annual Report as required by the Charity Commission at the end of each financial year, should form the basis of the update reports presented to the Keats House Consultative Committee (see Appendix 1).
9. The Principal Curator proposes that the two annual Keats House Consultative Committee meetings should be scheduled to fall in late April / early May and late October / early November to ensure that half year and end of year quantitative data can be presented respectively and in full.

Corporate & Strategic Implications

10. The proposals above support the aims and outcomes identified in the Corporate Plan 2018 – 23, specifically Support a thriving economy: 5. Businesses are trusted and socially and environmentally responsible; and 6. We have the world's

best legal and regulatory framework and access to global markets.

11. The proposals also meet the top line Objectives and outcomes of the Open Spaces Department Business Plan 2019/20, namely: C. Business practices are responsible and sustainable: 9. Our practices are financially, socially and environmentally sustainable; and 10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation.

Implications

12. There are no legal, financial, property or HR implications arising from these proposals.

Conclusion

13. If accepted, aligning the City Corporation's reporting requirements with the requirements of the Charity Commission will provide Members with improved oversight of the plans and activities of the Keats House charity and how these help deliver the Corporate Plan.
14. It will also facilitate better strategic focus, planning, data collection and reporting procedures within the Keats House team as well as greater efficiency across the Department and City Corporation.

Appendices

- Appendix 1 – Draft Annual Report for Keats House Charity 2018/19
- Appendix 2 – Corporate Plan 2018 – 23
- Appendix 3 – Open Spaces Business Plan 2019/20

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Appendix 1 – Draft Annual Report for Keats House Charity 2018/19

1 Objectives and Activities

The Charity's origin

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

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

The object of the Charity is:

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

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

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

The activities of the Keats House charity are guided by its Charitable Object as stated above and developed within the framework of the City Corporation's Corporate Plan and the Open Spaces Department's Business Plan. Our activities also support the City Corporations' Cultural Strategy and the Hampstead Heath Management Strategy 2018 – 28, as well as the wider aims of heritage sector organisations such as Arts Council England, the Heritage Lottery Fund and The National Archives.

The City of London Corporation's Corporate Plan 2018 – 23 states that:

Our vision

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

We aim to...

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

The Vision of the Open Spaces Department is:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

The Department's three top line objectives are:

- Open spaces and historic sites are thriving and accessible
- Spaces enrich people's lives
- Business practices are responsible and sustainable

The priorities for Keats House are detailed below.

2 Achievements and Performance

Achievement against the key priorities for 2018-19 were:

1. To develop plans for our Keats200 programme, celebrating the 200th anniversary of John Keats's time at the House, 1818 - 1821

Following the appointment of a new Principal Curator in March 2018, plans were developed to celebrate the bicentenary of Keats living at Wentworth Place. A partnership, initially consisting of the Keats Foundation and The Keats-Shelley House in Rome, was agreed along with a logo which could be used to promote the associated programme.

The Keats200 programme launched on 1 December 2018 to coincide with the 200th anniversary of John Keats being invited to live at Wentworth Place (now Keats House). The day featured the recreation of an historic walk from Well Walk across Hampstead Heath to the House, which was thrown open for free with a programme of talks and activities for all. Over 200 people visited the House on that day alone and for many this was their first visit. Further Keats200 events have been delivered in January to coincide with the Eve of St Agnes, which featured a dramatized reading of this poem, which was written in January 1819.

In addition to celebrating specific anniversaries to increase awareness of this special period in Keats's life, Keats200 is being developed to comprise a number of strands of activity which will help deliver our aims and objectives as detailed below.

2. To grow and diversify our audiences by working creatively with partners to deliver an engaging and relevant programme of exhibitions and events

The 'Keats and Milton: Paradise Lost' exhibition, which opened in December 2017, closed on Sunday 25 November 2018. Although it is not possible to determine the number of visits specifically to the exhibition due to its location within the House itself, 11,686 people visited the House during this period.

Our new 'Keats at Wentworth Place' exhibition opened on Saturday 1 December 2018, to coincide with the launch of the Keats200 programme. The exhibition is designed to evoke what Hampstead would have been like two hundred years ago through images from the collections of London Metropolitan Archives, a newly developed sound installation, specially designed costume and literary quotes. In addition to the gallery on the first floor, a sound installation has been integrated in to Keats's Parlour and a letter from Mrs Dilke to Fanny Keats confirming that John Keats was 'living next door' was put on display in Charles Brown's Parlour on the ground floor of the House.

One of the key aims of the Keats200 bicentenary programme is to bring the work of Keats to new audiences. We seek to work with a wide range of partner organisations to achieve this.

Keats House will be working with Chickenshed Young Company to develop a youth-led theatre production on the themes of Keats's life and works for performance in schools and cultural venues. Planning for this is underway with the aim of delivering developmental workshops in summer 2019, leading to performances in 2020 through to 2021.

During 2018/19 Keats House programmed 85 public events, attracting 3,593 people. Many were delivered in partnership with literary, academic or community organisations.

Highlights included:

A number of poetry readings curated by Poet in Residence Hannah Lowe, including the launch of her chap book resulting from the residency: 'The Neighbourhood'.

The Keats House Poetry Ambassadors' series of themed readings by our volunteers continues to be a popular part of our programme. 'Afternoon poems' is held on the second Sunday of each month and the Poetry Ambassadors also supported special events for Remembrance Sunday, the Eve of St Agnes and 'Bazalgette day' at London Metropolitan Archives.

Our monthly Family Days continue to provide free craft and literary activities for families, with themes inspired by Keats House, his writing and the gardens.

Three 'Late Night Keats' events were held in May and December 2018 and February 2019, allowing visitors to experience the House and poetry in a uniquely atmospheric context, whilst also generating income to support the wider public programme.

A wide range of emerging and established poets performed their work at Keats House, in partnership with Templar Poetry, and through independently organised readings.

We continued to benefit from the support of Keats Foundation through an annual conference hosted at the House, individual talks, notably by their Chair Professor Nicholas Roe, and funding for the series of workshops and performances delivered by the Keats House Poets.

Keats House again took part in Open House London and was visited by over 745 people on the weekend of 22 – 23 September 2018.

In October 2018, the Keats House poets and guest artist Tanya D'Souza hosted a special event for Black History Month. This was the first event specifically for BHM to be held at Keats House with the evening featuring drumming and poetry writing workshops.

To ensure the quality of our visitor offer, Keats House again participated in Visit England's Visitor Attraction Quality Assurance Scheme. Keats House received a quality assessment visit in September 2018, achieving an overall score of 81% and maintaining its Accredited status.

3. To deliver a learning programme which supports social mobility for children and young people, families and adult learners

A part time Education Officer continues to co-ordinate, deliver and support taught sessions and group visits to Keats House and Gardens for a range of educational organisations. Between April 2018 and March 2019, 71 sessions were delivered to over 40 different establishments. This resulted in 736 primary school students, 608 secondary school students and over 200 teacher / carers taking part in the formal learning programme at Keats House.

In addition, a five-day Summer School was delivered in 2018 Summer School saw 36 students from seven schools take part in a four-day programme of creative writing workshops and activities, including meeting published poets, at Keats House. This resulted in a total of 123 instances of engagement with the arts for young people.

Keats House are one of 16 cultural organisations across London offering a trainee placement as part of the 'New Museum School'. This initiative is being led by Culture& who have received HLF funding to work with sector organisations such as A New Direction and CreateJobs to diversify entry routes to the heritage sector. Our trainee began in October 2018 and will work

with us fulltime through to September 2019, following an NVQ in Cultural Heritage. She is leading on new ways of connecting with audiences including social media and other digital engagement.

In December 2018, the City of London Corporation's Culture, Heritage and Libraries Committee approved changes to our ticket price structure with the aim of ensuring that more young people and local people could enjoy access to Keats House. From 1 April 2019, the age of free entry was raised from 17 or under to 18 or under, to ensure that everyone of compulsory education or training age could visit the House. In addition, a special £2 community ticket rate for residents of the London Borough of Camden and the City of London was introduced for the period of the Keats200 celebrations.

Keats House is a member of CultureMile Learning one of the City Corporation's key initiatives to improve social mobility and support the development of fusion skills for young people. We are specifically involved in supporting the Young City Poets programme and developing evaluation and the 'Bundle Days' offer for schools across the partner network.

Free family workshops continue to be provided as part of our year-round events programme, and these creative, hands-on learning activities are particularly targeted to families with children aged five to eleven. The two-hour sessions run on the third Sunday of each month and were enjoyed by 278 children and adults over the past year.

4. To care for and improve access to our Grade I listed building and historic collections

In 2018/19 plans were progressed to put in place a sustainable cyclical works programme to preserve and maintain Keats House (Grade I listed) and Ten Keats Grove (Grade II listed). These arose from the overall condition survey of Keats House and Ten Keats Grove conducted in 2017/18.

The City Surveyor's Department led major projects to replace the central heating system, improve the safety of the electrical systems in Ten Keats Grove and restore a glass canopy at the rear of the building. A separate project was delivered to adapt an internal staff toilet area into a secure storage room for the use of Keats Community Library as the building's licence holders.

Plans have been drawn-up ready for submission to LB Camden to improve the pathways, path lighting and public toilets at 10 Keats Grove, along with a proposal for a new entrance to the museum. These will be submitted by end of March 2019, with a decision expected by summer 2019.

A number of projects have now been prioritised for the repair and future preservation of Keats House itself. These major investment projects funded by the City Corporation will be delivered in the spring / summer of 2019 to ensure Keats House can continue to be accessed and enjoyed by future generations.

The gardens, which form an essential and much-loved aspect of the heritage site, are maintained by volunteers from Heath Hands, supported by Open Spaces officers. This year they delivered events for Open Garden Squares Weekend and were awarded 'Silver Gilt' in our first entry into London in Bloom's Walled Garden category.

5. To increase earned and charitable income

Keats House continues to be open to the public Wednesday – Sunday, 11am – 5pm.

We offer free and half price entry to Art Fund and National Trust members respectively, as well as reduced rate entry to seniors and concessions, with children aged 17 and under being admitted free. This pricing structure appears to be delivering the growth in visitor numbers and earned income which is expected year on year.

Income generated from paid visits to the House amounted to c£36k (excluding VAT).

The shop continues to offer a small but attractive range of merchandise, including Keats House branded souvenir products. The private hire offer continues to offer an additional source of income to the charity and is promoted via the City of London's web pages, as well as our What's On Guide and posters on site.

The increasing number of people visiting the House along with the quality of our merchandise resulted in an increase in shop sales and profit. A total of 78 private hires generated over £15k income for the House to date in 2018/19.

The licence for Keats Community Library to occupy Ten Keats Grove also contributes to our income, along with charges for taught sessions for schools and image licencing.

6. To become more actively engaged with our local community

Keats House continues to be a valued heritage asset in its local community of Hampstead and Camden as well as the cultural life of London and beyond. The City Corporation's management of Keats House along with the Open Spaces of Hampstead Heath and Highgate Wood in particular, has helped foster local interest and engagement and led to valuable connections through the respective Consultative Committees. Examples of this are: English Heritage (Kenwood); the National Trust (2 Willow Road and Fenton House), and independent cultural organisations such as Burgh House and the Freud Museum.

The close association which exists between Keats House and Keats Community Library, which operates from the Ten Keats Grove building adjacent to the House itself, has been further strengthened by joint planning,

complementary events programming and mutual promotion of each other's services.

Many volunteers are either local residents or have connections with other local organisations, thus strengthening our community networks and partnerships.

Keats House participated in Hampstead Art Fair in June 2018, to promote awareness of Keats House and its events programme amongst local residents.

As referred to above, free open days and events programming, along with the approval of a special community ticket price for local residents to be introduced from April 2019, have all been initiated in 2018/19 with the aim of strengthening our position within the local community we serve.

Publicity continues to be mainly through our seasonal events brochure, which is produced and distributed three times a year. In December 2018, this was re-designed to incorporate our Visitor Guide and What's On listings, to better promote the range of our offer to visitors and non-visitors. This is supplemented by specific flyers and social media postings, with a continued presence on the City of London Corporation website. As at 1 March 2019, @keatshouse had 5,078 followers on Twitter (a 15% increase over a 12 month period). Facebook likes increased from 3,410 to 3,601 (+6%) over a similar period and our Instagram channel has grown from c. 370 in April 2018 to 1,047 followers (+183%) as at 1 March 2019.

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

KPIs for 2018/19

1. To increase visitor numbers by 3%.
[2018/19 target = 24,246; 2018/19 outturn TBC]
2. To maintain high or increase Net Promoter Score as an indication of customer satisfaction at Keats House.
[2018/19 target = >82; 2018/19 outturn = 71]
3. To increase revenue through retail and private hire by 5%.
[2018/19 target = retail £9,645 and private hire £17,771; 2018/19 outturn TBC]

5. Plans for Future Periods

The overarching priorities which will guide all of our objectives and activities for 2019/20 are:

- Progress access improvements at Keats House

- Deliver Keats200 bicentenary programme
- Implement Keats House Activities Plan for 2019/20
- Draft the Keats House Management Plan, 2020 - 23

KPIs for 2019/20

1. To increase visitor numbers to Keats House by 3%. [2018/19 target = 24,246; 2018/19 outturn TBC]
2. Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House. [2018/19 score = 81%]
3. Achieve budgeted income and expenditure targets for Keats House charity. [2018/19 outturn TBC]

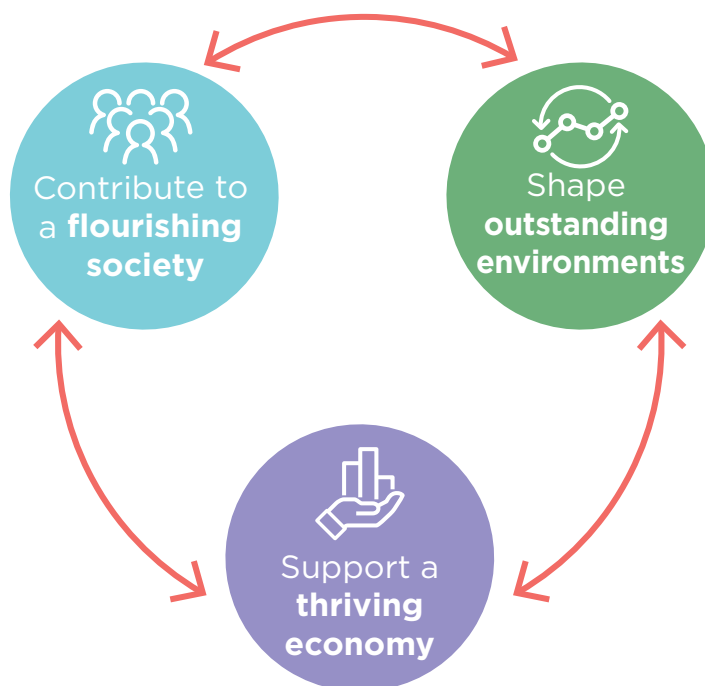
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Our vision

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

We aim to...



By strengthening the character, capacity and connections of the City, London and the UK for the benefit of **people who live, learn, work and visit here.**

Everything we do contributes towards the achievement of twelve outcomes:



Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.



Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.



Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Our vision

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

Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

There are

483,000

workers in the City of London which equals **9%** of London's total workforce. **1 in 63** UK workers are employed in the City.



We look after over

11,000

acres
of green spaces.

That's approximately the same size as 20 Hyde Parks

Our spaces have over

23million

visits each year.



The City Corporation's charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing around

£20million

a year.





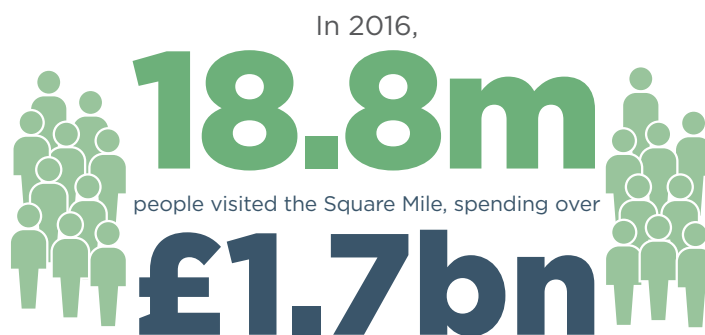
The Financial and Professional
Services Sector contributed

£72bn

in tax revenue in 2017. **11%**
This is equivalent to
of total UK Government tax receipts.



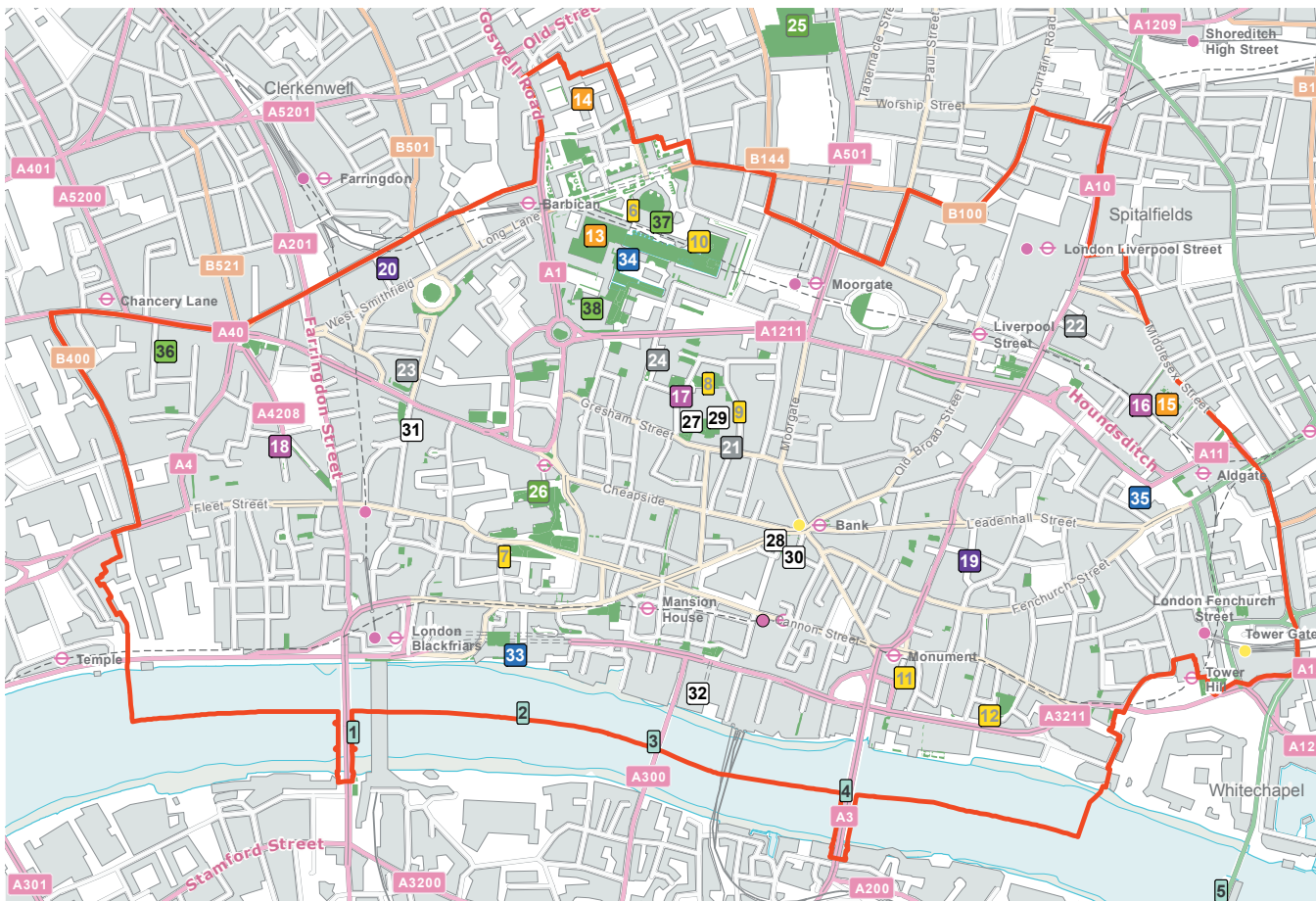
multi-academy sponsor in the country for pupil
progress by the Department of Education.



Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

Our responsibilities in the Square Mile



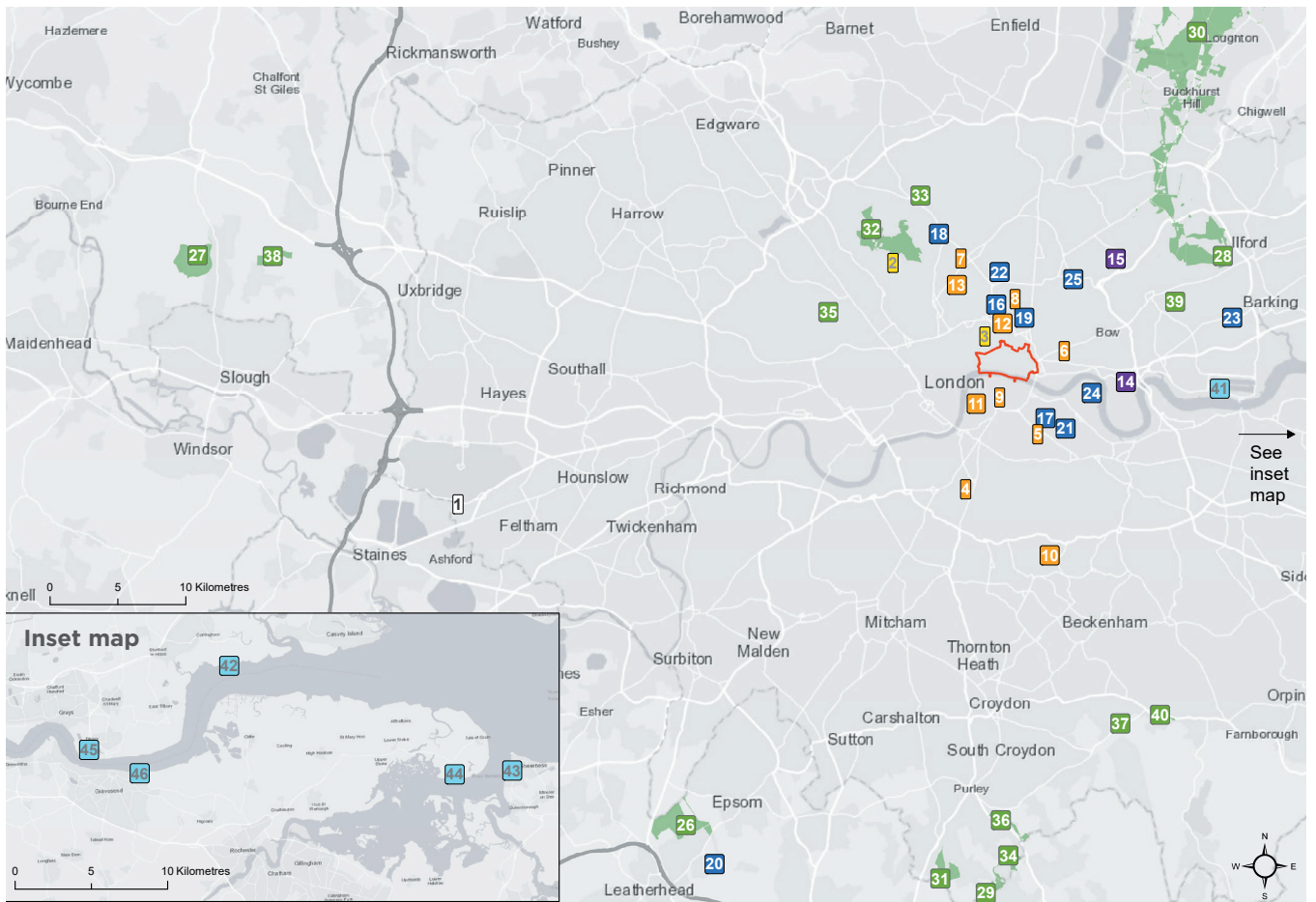
— City of London Boundary (Square Mile)

Correct as of April 2018

| | | |
|--|---|--|
| Bridges | Housing | Other |
| 1 - Blackfriars Bridge | 13 - Barbican Estate | 27 - City Bridge Trust |
| 2 - Millennium Bridge | 14 - Golden Lane Estate | 28 - City of London Magistrates Court |
| 3 - Southwark Bridge | 15 - Middlesex Street Estate | 29 - Guildhall |
| 4 - London Bridge | Public Libraries | 30 - Mansion House |
| 5 - Tower Bridge | 6 - Barbican Library | 31 - The Old Bailey |
| Cultural Attractions | 16 - Artizan Street Library | 32 - Walbrook Wharf |
| 6 - Barbican Arts Centre | 17 - City Business Library/ Guildhall Library | Schools |
| 7 - City of London Information Centre | 18 - Shoe Lane Library | 33 - City of London School |
| 8 - City of London Police Museum | Markets | 34 - City of London School for Girls |
| 9 - Guildhall Art Gallery and Roman Amphitheatre | 19 - Leadenhall Market | 35 - Sir John Cass's Foundation Primary School |
| 10 - Guildhall School of Music and Drama | 20 - Smithfield Market | Part-fund |
| 11 - The Monument | Police Stations | 36 - Gresham College |
| 12 - Billingsgate Roman House & Baths | 21 - City of London Police Headquarters | 37 - London Symphony Orchestra |
| | 22 - Bishopsgate Station | 38 - Museum of London |
| | 23 - Snow Hill Station | |
| | 24 - Wood Street Station | |
| | Public Spaces | |
| | 25 - Bunhill Fields | |
| | 26 - City Gardens (all green areas) | |

We are also responsible for the development of Culture Mile, in the north-west corner of the Square Mile, between Farringdon and Moorgate.

Our responsibilities outside the Square Mile



— City of London Boundary (Square Mile)

Correct as of April 2018

Animal Health

- 1 - Heathrow Animal Reception Centre

Cultural Attractions

- 2 - Keats House
- 3 - London Metropolitan Archives

Housing

- 4 - Almshouses
- 5 - Avondale Square
- 6 - Dron House
- 7 - Holloway Estate
- 8 - Isleden House
- 9 - Southwark Estates
- 10 - Sydenham Hill Estate
- 11 - William Blake Estate
- 12 - Windsor House Estate
- 13 - York Way Estate

We are also responsible for offices in Europe and Asia.

Markets

- 14 - Billingsgate Market
- 15 - New Spitalfields Market

Schools

- 16 - COL Academy (Islington)
- 17 - COL Academy (Southwark)
- 18 - COL Academy Highgate Hill
- 19 - COL Academy Shoreditch Park
- 20 - City Of London Freeman's School
- 21 - Galleywall Primary
- 22 - Highbury Grove Secondary' School
- 23 - Newham Collegiate Sixth Form Centre
- 24 - Redriff Primary School
- 25 - The City Academy, Hackney

Public Spaces

- 26 - Ashted Common
- 27 - Burnham Beeches
- 28 - Cemetery and Crematorium

- 29 - Coulsdon Common
- 30 - Epping Forest
- 31 - Farthing Downs and New Hill
- 32 - Hampstead Heath
- 33 - Highgate Wood
- 34 - Kenley Common
- 35 - Queen's Park
- 36 - Riddlesdown
- 37 - Spring Park
- 38 - Stoke Common
- 39 - West Ham Park
- 40 - West Wickham Common

Ports

- 41 - London City Airport
- 42 - London Gateway
- 43 - Sheerness
- 44 - Thamesport
- 45 - Tilbury
- 46 - Denton Office



The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.



Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

This means as individuals we must be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.



How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.



To contribute to a flourishing society

1. People are safe and feel safe

We will...

- a. Prepare our response to natural and man-made threats.
- b. Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- c. Protect consumers and users of buildings, streets and public spaces.
- d. Safeguard children, young people and adults at risk.
- e. Educate and reassure people about safety.

2. People enjoy good health and wellbeing

We will...

- a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- b. Raise awareness of factors affecting mental and physical health.
- c. Provide advice and signposting to activities and services.
- d. Provide inclusive access to facilities for physical activity and recreation.

3. People have equal opportunities to enrich their lives and reach their full potential

We will...

- a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c. Promote effective progression through fulfilling education and employment.
- d. Cultivate excellence in academia, sport and creative and performing arts.

4. Communities are cohesive and have the facilities they need

We will...

- a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- b. Support access to suitable community facilities, workspaces and visitor accommodation.
- c. Help provide homes that London and Londoners need.



To support a thriving economy

5. Businesses are trusted and socially and environmentally responsible

We will...

- a. Champion the ease, reliability and cost-effectiveness of doing business here.
- b. Model new ways of delivering inclusive and sustainable growth.
- c. Support, celebrate and advocate responsible practices and investments.
- d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

6. We have the world's best legal and regulatory framework and access to global markets

We will...

- a. Promote regulatory confidence founded on the rule of law.
- b. Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- c. Lead nationally and advise internationally on the fight against economic and cyber-crime.
- d. Attract and retain investment and promote exports of goods and services across multiple global markets.

7. We are a global hub for innovation in financial and professional services, commerce and culture

We will...

- a. Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- b. Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- c. Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- d. Promote London for its creative energy and competitive strengths.
- e. Promote the UK as open to business and enterprise and for its world-leading education offer.

8. We have access to the skills and talent we need

We will...

- a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- b. Champion access to global talent.
- c. Identify future skills needs, shortages and saturations.
- d. Champion investment in relevant skills and diverse talent pools.



To shape outstanding environments

9. We are digitally and physically well-connected and responsive

We will...

- a. Champion and facilitate a world-leading digital experience.
- b. Develop and trial smart innovations and better manage demand.
- c. Advocate ease of access via air, rail, road, river and sea.
- d. Improve the experience of arriving in and moving through our spaces.

10. We inspire enterprise, excellence, creativity and collaboration

We will...

- a. Provide world-class spaces for businesses and markets to thrive.
- b. Curate a vibrant, attractive and complementary blend of uses of space.
- c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
- d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
- e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

11. We have clean air, land and water and a thriving and sustainable natural environment

We will...

- a. Provide a clean environment and drive down the negative effects of our own activities.
- b. Provide thriving and biodiverse green spaces and urban habitats.
- c. Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- d. Influence UK and global policy and regulation and international agreements to protect the environment.

12. Our spaces are secure, resilient and well-maintained

We will...

- a. Maintain our buildings, streets and public spaces to high standards.
- b. Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



Corporate Strategy & Performance Team

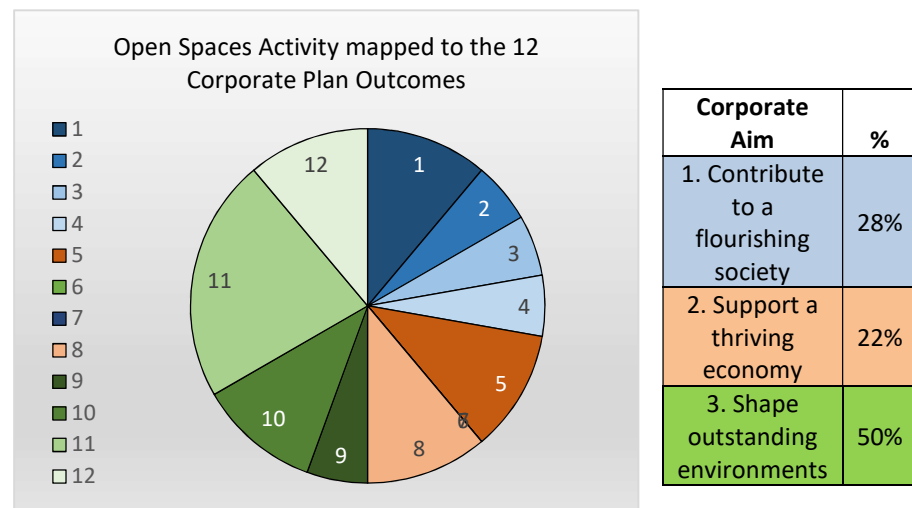
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E : corporate.plan@cityoflondon.gov.uk

OUR VISION: We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

The Department's Business Plan Activity is mapped below to the 12 Corporate Outcomes and 3 Corporate Aims



The Department manages open spaces across London and beyond, a Cemetery & Crematorium, Keats House, the Monument & Tower Bridge.

City Gardens and the Crematorium and Cemetery operate as local authority functions funded by City's Fund. The other Open Spaces & Keats House are Charitable Trusts and with The Monument, are funded by the City of London through City's Cash. Tower Bridge is funded by Bridge House Estates.

| Our total 2019-20 budget is: | (Expenditure) (£000) | Income £000 | Net cost (£000) |
|---|-------------------------|----------------|--------------------|
| DIRECTORS'S LOCAL RISK: | | | |
| City's Fund | (5,013) | 5,626 | 613 |
| City's Cash | (15,543) | 4,422 | (11,121) |
| Bridge House Estates | (6,435) | 6,217 | (218) |
| TOTAL Director's Local Risk | (26,991) | 16,265 | (10,726) |
| City Surveyor's local risk (across all funds) | (4,898) | - | (4,898) |
| Recharges (across all funds) | (7,345) | 1,330 | (6,015) |
| Central risk (across all funds) | (1,121) | 1,522 | 401 |
| GRAND TOTAL ALL CHARGES | (40,355) | 19,117 | (21,238) |

Our three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible.

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
2. London has clean air and mitigates flood risk and climate change (11)
3. Our spaces are accessible, inclusive and safe (1)
4. Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives.

5. People enjoy good health and wellbeing (2)
6. Nature, heritage and place are valued and understood (3)
7. People feel welcome and included (4)
8. People discover, learn and develop (3)

C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

What we'll measure:

- Green Flags Awards & Green Heritage Accreditation
- Condition of our Sites of Special Scientific Interest
- Our negative environmental impact
- Planning influence
- Active veteran tree management
- Internet access
- Learning
- Visits to our heritage attractions
- Customer satisfaction
- Tennis participation
- Net budget
- Income generation
- Volunteering
- Apprenticeships
- Short term sickness
- Health and safety investigations

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

We will work across the Department, with colleagues in City Surveyors, Chamberlains, Town Clerks, Comptrollers, Remembrancer's, Built Environment, Community and Children's Services and with Members, partners, stakeholders and our local communities to deliver our activities which will help us achieve our Departmental objectives and outcomes.

Departmental activity

A. Open Spaces and Historic Sites Are Thriving and Accessible

- a) Protect our heritage: developing partnership funding bids where possible (A1) (10d)
- b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)
- c) Reduce the negative environmental impacts of our activities (A2 & C9) (11a)
- d) Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)
- e) Review security and access control provision (A3) (1c)
- f) Protect and enhance our sites' biodiversity and determine the 'value of our green infrastructure'. (A4) (11b)

B. Spaces Enrich People's Lives

- g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)
- h) Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature. (B6 & B7) (4a)
- i) Determine our 'learning offer' (B8) (3b)

C. Business practices are responsible and sustainable.

- j) Maximise the value and opportunities of our built and natural assets (C9) (10c)
- k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)
- l) Develop innovative approaches to income diversification (C9) (5c)
- m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)
- n) Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (C9, C10) (12a)
- o) Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (C10) (11d)
- p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)
- q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)
- r) Commence the process for prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)

Key:

The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities are helping to achieve.

The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities are helping to achieve.

See appendix 1 for the detail behind these synopsised Departmental activities

Corporate programmes and projects:

In addition to those programmes and projects listed above and in appendix 1, we will support the delivery of Corporate Strategies in particular: Responsible Business Strategy, Apprenticeships, Volunteering, Education Social Mobility and the emerging strategies including: Customer Service, Climate Action, Transport, Visitor Destination, Local Plan.

We will contribute to development of the Culture Mile.

How we plan to develop our capabilities this year:

Actions k), m), p) and q) particularly show how we will develop our capabilities including those of our staff and volunteers. This is also reflected within Appendix 1.

The Open Spaces Cultural Values

which staff should uphold in the course of their work are:

**Collaborative and Inclusive,
Passionate and Driven,
Respectful and Open
Honest and Responsible**