



Keats House Consultative Committee

Date: MONDAY, 10 MAY 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Wendy Hyde (Chair), Culture, Heritage and Libraries Committee
Jeremy Simons (Deputy Chair) Culture, Heritage and Libraries Committee
Stephen Ainger, St Albans Road Residents Association
Steven Bobasch, Keats Community Library
Jim Burge, Heath Hurst Road Residents' Association
Andrew Dutton Parish, Hampstead Conservation Advisory Committee
Anne Fairweather, Culture, Heritage and Libraries Committee
Bob Hall, Keats Foundation
Dafydd James-Williams, Heath and Hampstead Society
Vivienne Littlechild, Culture, Heritage and Libraries Committee
Deputy John Tomlinson, Hampstead Heath, Highgate Wood and Queens Park Committee
Dawn Wright, Culture, Heritage and Libraries Committee

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

https://youtu.be/M4SV_UVnPMw

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 agree the minutes of the previous meeting held on 15 October 2020.

For Decision
(Pages 1 - 4)

4. **END OF YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY, 2020/21 AND PLANS FOR FUTURE PERIODS**

Report of the Director of Open Spaces.

For Discussion
(Pages 5 - 30)

5. **UPDATE ON REOPENING KEATS HOUSE**

Director of Open Spaces to be heard.

For Information

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

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

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

The next meeting is scheduled for **Monday 11 October at 1:45**. The location will be confirmed at a later date.

KEATS HOUSE CONSULTATIVE COMMITTEE

Thursday, 15 October 2020

Minutes of the Keats House Consultative Committee meeting held virtually on
Thursday, 15 October 2020 at 1.45 pm.

Present

Members:

Deputy Wendy Hyde (Chair)
Stephen Ainger (Co-opted Member)
Steven Bobasch (Co-opted Member)
Anne Fairweather (Ex-Officio)
Bob Hall (Co-opted Member)
Vivienne Littlechild
Deputy John Tomlinson
Dawn Wright

In Attendance

Officers:

Chloe Rew	- Town Clerk's Department
Christopher Rumbles	- Town Clerk's Department
Ellen Wentworth	- Chamberlain's Department
Emily Garland	- Remembrancer's
Sarah Phillips	- Remembrancer's
Colin Buttery	- Director of Open Spaces
Rob Shakespeare	- Open Spaces Department
Bob Warnock	- Open Spaces Department

1. APOLOGIES

The Chair opened the meeting welcoming the new Members Jeremy Simons, Deputy Chair of the Culture, Heritage and Libraries Committee; Dawn Wright, representative of the Culture, Heritage and Libraries Committee; and Anne Fairweather, Chair of the Hampstead Heath, Highgate Wood and Queen's Park Committee. The Chair thanked outgoing Member Karina Dostalova, former Chair of the Hampstead Heath, Highgate Wood and Queen's Park Committee for her contributions.

Apologies were received from Martin Humphery and Jeremy Simons.

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 previous meeting held on 21 October 2019 be agreed as a correct record.

4. **MID-YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY, 2020/21**

Members considered a report of the Superintendent of Hampstead Heath relative to the Mid-Year Update Report for Keats House Charity 2020/21. The following points were noted:

- During the COVID-19 lockdown, Keats House closed to the public, however this time was used to carry out works to ensure safety and preservation of artifacts; install new displays; conduct research on collections; promote Keats House as part of the Our City Together initiative. The house reopened to the public from Sunday 26 July 2020, with revised opening times and procedures.
- The Artist in Residence's work continued, including sharing photography of the garden; writing for Our City Together; and facilitating a virtual flower-pressing workshop for the public.
- Keats200 programming was offered online and programming would continue past 2020.
- Works on the gates and toilets were tied up with the Community Infrastructure Levy (CIL) project. In the interim, the wooden gates had been replaced with like-for-like gates which would last until the spring when the project for CIL-funded elements would be carried out (pathways, lighting, exterior toilets and enhancements to the gateway).
- Expenditure from Keats House reserves for improvements to the gates to be considered by the Culture, Heritage and Libraries Committee.
- The Department of Open Spaces was working with the Chamberlain's to reset the budget in light of the impact of COVID-19.
- The contactless payment system would be set up as soon as possible.

The Keats Community Library provided the following update:

- The library was closed from 17 March to 18 July, using the closure as an opportunity to clean the library and restock books. Since 18 July, the library has been open two days per week and operating with COVID-safe regulations, including mandatory masks. The library has been very busy since reopening due to high rate of library loans and outdoor programming. Discussions were underway with Keats House for a renewed license for a longer period.

RESOLVED, that Members:

1. share their thoughts on achievements at Keats House and how the service continues to meet the priorities, aims and objectives outlined within the Corporate Plan 2018-23, the City Corporation's Cultural Strategy, the Open Spaces Department Business Plan and the objectives of the Keats House charity; and,
2. agree that the views of the Keats House Consultative Committee be conveyed to the Culture, Heritage and Libraries Committee at their meeting on 23 November 2020.

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

There were none.

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

The Chair encouraged Members to visit Keats House to show their support.

The meeting ended at 2.58 pm

Chair

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Committee(s): Keats House Consultative Committee	Date(s): 10/05/2021
Subject: End of Year Update Report for Keats House Charity, 2020/21 and plans for future periods	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 6, 7, 8, 9, 10 & 12
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: Director of Open Spaces	For Discussion
Report author: Rob Shakespeare, Principal Curator (Keats House), Open Spaces Department	

Summary

At the meeting of the Keats House Consultative Committee held on 18 February 2019, members agreed to the proposal to use the Trustees Annual Report on activities at Keats House, as the basis for updating Members on achievements and progress at the House.

Members last received an update at their virtual meeting held on 15 October 2020, which covered the period April to September 2020. Presented at Appendix 1 for information and discussion is the draft annual report on activities at Keats House in 2020/21, updated to include activities from October 2020 to March 2021.

Members are asked to note the impact that the COVID-19 pandemic has had on the services and programmes being delivered and discuss the extent to which Keats House continues to deliver the objectives of the charity and contribute to Corporate and Departmental outcomes.

Recommendations

It is recommended that:

- Members share their thoughts on achievements at Keats House as described in Appendix 1 and how the service continues to meet the priorities, aims and objectives outlined within the Corporate Plan 2018/23, the City Corporation's Cultural Strategy, the Open Spaces Department Business Plan 2020/21 (included at Appendix 2) and the objectives of the Keats House Charity.
- Members indicate their views on the priorities for Keats House in 2021/22 and subsequent years, as set out in Appendices 1 and 3.

- Members share their thoughts on the proposals for the replacement of the front boundary fence at 10 Keats Grove, as set out in Appendix 4.

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 to ensure compliance with the Charities Act 2011. The draft report included at Appendix 1 forms the basis of the report for 2020/21, covering the period April 2020 to March 2021.
3. As a matter of best practice and as an Accredited Museum, Keats House is required to have a Forward Plan which demonstrates how it plans to meet its states aims and objectives within the wider strategies and desired outcomes of its governance arrangements. The Corporate Plan and Departmental Business Plan determine the strategic outcomes and objectives, while the Divisional Plan outlines how these are delivered through priority projects over a three-year period. The Open Spaces Department Business Plan and Keats House Divisional Place updated for 2021/22 are presented at Appendices 2 & 3.
4. Keats House aims to enhance access to its premises and collections and is working on a number of projects to improve the appearance of the visitor entrance, physical access to the garden and house, as well as virtual access to its collections. Proposals for the replacement of the front boundary fence are presented at Appendix 4.

Current Position

5. Due to restrictions imposed by the Government to control transmission of the COVID-19 virus, Keats House and Ten Keats Grove, including Keats Community Library, closed to the public with effect from Wednesday 18 March 2020. During this first lockdown, City Corporation Officers and the 'New Museum School' trainee worked from home and volunteer activity was suspended. Keats House casuals were paid a weekly average rate based on hours worked from January to March 2020, with this cost being reclaimed through the Government's Coronavirus Job Retention Scheme.
6. Following the initial lifting of COVID-19 restrictions for the heritage sector, Keats House reopened to the public on a limited basis with COVID-19 Secure measures in place from Sunday 26 July 2020. Keats Community Library reopened from the earlier date of Saturday 18 July, again on a limited basis. Both venues closed again in November 2020, prior to reopening in early December before closing for Christmas, followed by the National Lockdown from January to March 2021.

7. Since November 2020, five Officers from the Keats House team have also been furloughed in proportion to how their roles were impacted by the closure of the House to the public and suspension of programming due to the COVID-19 restrictions in force at various times. These Officers will need to be brought back in a phased manner to support their safe return to full duties while continuing to protect the Keats House Charity from the economic impacts of the pandemic.
8. Following the publication and implementation of the Government's COVID-19 Response – Spring 2021 (Roadmap), Keats Community Library reopened from w/c 12 April. It is planned to re-open Keats House from w/c 17 May 2021 at the earliest. Both Keats Community Library and Keats House will continue to open with restrictions on opening times and specific measures to ensure the site remains COVID-19 Secure for our workforces and visitors. These safety measures will remain in place as long as Government and sector guidance, as well as the safety requirements of our workforce and visitors, require them to.
9. In the absence of a live events programme, Keats House continues to work with partner organisations and stakeholders to deliver online engagement, particularly relating to the Keats200 bicentenary programme. February 2021 marked the bicentenary of Keats's death in Rome and the culmination of the bicentenary programme, although a number of events and initiatives planned for that time will now be delivered in autumn 2021.
10. The response to, and initial recovery from, the COVID-19 pandemic has had a profound impact on the activities of the Keats House Charity. In particular, income targets for admissions, shop sales, events and private hires were not met in 2020/21. Despite some reductions in 2020/21 operating costs, including furloughing of Keats House Officers, it was necessary for the City Corporation to provide additional funding for Keats House in 2020/21. This was to ensure that the Charitable Reserves were protected for spending against future priority projects, such as the Collections Management System software, to improve access to the Keats House collections, and enhancements to the visitor entrance.
11. The licence for Keats Community Library (KCL) to operate from Ten Keats Grove expired on 19 April 2020. The City Surveyor is making arrangements for a new licence agreement, with KCL paying a reduced fee based on actual usage as an interim measure. The designation of KCL as an Asset of Community Value, nominated by Hampstead Neighbourhood Forum, has been renewed for five years effective from 14 April 2021.
12. Over the next three years, Keats House will need to determine and demonstrate how it can respond to the challenges of: recovering from the impacts of the COVID-19 pandemic; the 12% savings required in 2021/22; the implementation of the City Corporation's Target Operating Model; and any recommendations arising from the Charities and Governance Reviews.
13. Priority projects, which have been identified as part of Departmental and Divisional planning to be delivered in 2021/22 and subsequent years are shared with Members for their comments and suggestions at Appendix 3.

14. The Principal Curator and City Surveyor's Department are working to deliver the access improvement project funded through the London Borough of Camden's Community Infrastructure Levy, along with associated works to preserve and enhance the Grade 1 listed house and garden. Cyclical and reactive maintenance works to Ten Keats Grove (library building) are also ongoing, with projects to improve safety and security of the building scheduled to take place in 2021/22.
15. The Principal Curator is working with Paul Vick Architects and London Borough of Camden's Planning Department to develop a proposal to replace the current dilapidated, wooden boundary fence on Keats Grove. The proposals are for a dual-height brick wall with metal fencing over, which would be more durable and in keeping with this Grade 1 listed site situated within the Hampstead Conservation Area. Proposals for this are included for the information of, and discussion by, Members at Appendix 4.

Proposals

16. The Principal Curator recommends that the following revised priorities for April 2021 onwards are included in the Plans for Future Periods section of the Annual Report once submitted in spring / summer 2021:

The overarching priorities which will guide all of our objectives and activities from April 2021 are:

- Implement Keats House Divisional Plan projects identified for delivery in 2021/22.
 - Deliver maintenance and access improvement projects at Keats House
 - Develop a three-year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model.
17. Members indicate their continued support to fund the new Collections Management System software and projects to enhance the visitor entrance at Keats House from the Keats House Reserve, for delivery in 2021/22 and 2022/23.
 18. Members are asked to share their views on the proposals to replace the current wooden boundary fence at 10 Keats Grove with a brick structure, as set out in Appendix 4, subject to final design and required consents.

Corporate & Strategic Implications

19. The projects and works outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.
20. The projects and works outlined in this report also contribute towards the three objectives and outcomes set out in the Open Spaces Business Plan 2020-21 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.

Conclusion

21. While activities have continued online and the museum will again be able to reopen to the public from w/c 17 May 2021 according to the current roadmap, the operation and programming of Keats House has been profoundly impacted by the COVID-19 pandemic. As a result, its operating model, medium-term plan, and desired outcomes need to be reviewed to ensure the future sustainability of the museum and its continued Accredited status guided by the structures and principles of the Target Operating Model.
22. The Keats200 bicentenary programme culminated in February 2021 on the 200th anniversary of Keats's death, with a range of commemorative events delivered online along with our partners. It is hoped that some of the larger scale, celebratory events, which could not take place due to the COVID-19 pandemic, can now safely take place in autumn 2021. This would coincide with an outdoor, touring display and associated programming as part of the City Corporation's Outdoor Art Programme theme for 2021: 'A Thing of Beauty'.
23. A number of projects, designed to increase physical and remote access to and engagement with Keats House and the Keats House collections, will now be delivered in 2021/22 and 2022/23. These will contribute to the legacy outcomes of the Keats200 bicentenary programme, supporting continued audience engagement with the objectives and activities of the Keats House Charity.

Appendices

- Appendix 1 – Draft Annual Report for Keats House Charity 2020/21
- Appendix 2 – Open Spaces Department Business Plan, 2021/22
- Appendix 3 – Draft Keats House Divisional Plan, 2021/22 update
- Appendix 4 - Proposal for the replacement of the front boundary at 10 Keats Grove, NW3 2RR.

Rob Shakespeare

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Appendix 1 – [Draft] Annual Report for Keats House Charity 2020/21

Origins and Objectives of the Charity

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

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

The objective of the Charity is:

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

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

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

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

The activities of the Keats House Charity are guided by its Charitable Object as stated above and developed within the framework of the City Corporation's Corporate Plan 2018/23 and the Open Spaces Department's Business Plan 2020/21. 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 Open Spaces Department's overarching vision is that:

'We enrich people's lives by providing access to ecologically diverse green spaces and outstanding heritage assets.'

The provision of a wide range of services at Keats House helps the Department achieve its three strategic objectives:

- A. Open Spaces and historic sites are thriving and accessible
- B. Spaces enrich people's lives
- C. Business practices are responsible and sustainable.

And nine of the twelve outcomes, in particular:

- Our open spaces, heritage and cultural assets are protected, conserved and enhanced
- Nature, heritage and place are valued and understood
- People feel welcome and included
- People discover, learn and develop
- Our staff and volunteers are motivated, empowered, engaged and supported

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

Achievements and Performance

Achievement to date against the key priorities for 2020/21:

1. Delivering access and building maintenance projects at Keats House

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. As a result a number of projects have been completed and prioritised to ensure Keats House and Ten Keats Grove can continue to be accessed and enjoyed by

future generations.

In 2020/21, the former oil store, which serves as a retainer support to the boundary wall at the rear of the property and was in a dilapidated condition, has been refurbished resulting in a stable, safe and more watertight structure.

The London Borough of Camden's Planning Department determined in favour of the proposals as submitted to improve physical access to the premises through new pathways, subtle, ground-level lighting to pathways for safety reasons and the refurbishment of the external toilets. These works are to be funded by the London Borough of Camden's Community Infrastructure Levy grants programme and are currently being progressed with the City Surveyor's Department. The sub-project to refurbish the external toilets at Keats House has now been completed with funding from the City Corporation according to the original project agreement.

Planning and listed building consent were also granted for the proposed new visitor entrance, the funding for which had been identified from the Charitable Reserves as a Keats200 legacy project. Proposals to replace the aged, wooden boundary fence to the front of the property are currently being scoped with advice from heritage and planning consultants. Once finalised these will be submitted to the London Borough of Camden to obtain the required planning and listed building consents.

The gardens, which form an essential and much-loved aspect of the heritage site, continue to be maintained by the Golders Hill Park Team and this work was continued throughout the periods of lockdown, providing an additional layer of staff visibility and security at the site while it was closed to the public. Officers also supervise the work of a dedicated team of 'Heath Hands' volunteers who have continued to be active when allowed by COVID-19 restrictions.

2. Implementing the Keats House Activities Plan for 2020/21, including delivering the Keats200 bicentenary programme

The Keats200 programme celebrating the life, works and legacy of Romantic poet John Keats, which launched on 1 December 2018, continued in 2020/21, despite the impact of COVID-19 restrictions. Exhibitions and events celebrating specific events in Keats life were delivered online through the City Corporation's #OurCityTogether initiative, and projects supporting the wider outcomes of the programme were prioritised and progressed where possible.

July 2020, marked the 200th anniversary of the publication of *Lamia etc* and an exhibition, 'Keats's last book: a virtual journey' was developed and published at www.ourcitytogether.london. The online exhibition, comprising of regularly published articles looking at particular aspects of the work, such as its publication, literary content, themes and critical reception, was accompanied by a virtual events programme featuring expert talks and a commissioned series of readings and original responses to the poems, performed by the Keats House Poets. Our Artist in Residence, who is drawing

inspiration from the garden at Keats House and Hampstead Heath, also responded to the themes present in Keats's last published poems.

The live interpretation events have proved a popular and memorable feature of the Keats200 programme and these have continued to be delivered through recorded, rather than live, events. A sequence of letters between Keats and his circle of friends has been recorded in audio format and a special event, depicting the parting of Keats and Fanny Brawne and his departure from Wentworth Place, was filmed at the house on Sunday 13 September 2020 - the 200th anniversary of the day he left – and is now available online.

Following the departure of Keats from Wentworth Place, Keats House marked Keats's 'Journey to Italy' with an online article featuring readings by the Keats House Poetry Ambassadors, prior to handing over the continuation of the Keats200 bicentenary programme to The Keats-Shelley Memorial Association, who support the Keats-Shelley House in Rome. We continue to work with them, the Keats Foundation and other Keats200 partners to celebrate the life, works and legacy of Keats, during the bicentenary of his time living at Wentworth Place, the period leading up to his death in Rome in 1821 and beyond.

Unfortunately, much of our partnership work has been necessarily curtailed by COVID-19 and it was not possible to hold the Keats Foundation's annual conference in May this year, although we continue to work with the Remembrancers Office to support a Corporate event, with a keynote speech by Professor Nicholas Roe, Chair of the Keats Foundation and Keats's latest biographer, now planned for November 2021.

It was not possible to deliver any live events from Keats House during 2020/21, although Officers facilitated Keats Community Library to deliver their annual garden party on Saturday 29 August 2020, as well as a small number of events and sessions for the local community.

Our social media channels have helped us remain connected to our audiences, engaging them with the Keats200 bicentenary despite the suspension of our live events programme. As at end March 2021, Keats House had over 6,500 followers on Twitter (+8% on previous year), more than 4,100 on Facebook (+3%), and over 2,340 on Instagram (+30%) making it our fastest growing social media channel, boosted in large part by our engaging Keats200 output and an active and supportive user base. All Officers contributed to the increase in our online and social media outputs throughout lockdown, and the New Museum School trainee further developed our networks and audience engagement activities, particularly through social media.

One crucial channel through which to publish our cultural content was the City Corporation's #OurCityTogether platform, which was initiated within weeks of the first lockdown in March 2020. During 2020/21, Keats House contributed over 40 items for the OurCityTogether.London site, including a virtual tour,

online exhibitions, collections research articles, poetry readings and talks. Much of this content was produced in collaboration with our Keats200 partners, including the Poets and Artist in Residence, volunteers, trainee and research student. Collectively these received over 11,000 page views and generated a large amount of social media output and positive feedback in the form of likes, shares and re-posts. This amount of output and engagement would not have been possible without the support of colleagues in the City Corporation's Visitor and Cultural Development team, who also helped repurpose our Keats200 bicentenary display content for Google Arts & Culture, and we would like to acknowledge and thank them for their support throughout the year.

While it has not been possible to deliver taught sessions for schools at the house in 2020/21, the part time Interpretation Officer responsible for learning was able to deliver the annual Summer School programme online. Some 33 students and 8 teachers from nine different schools, took part in a programme of creative writing workshops, activities and readings. The programme included virtual sessions led by published poets, with Poet in Residence Dean Atta focusing on modern poetry, and Frances Hardinge looking at prose and story-telling. By the end of the final day's virtual open mic sessions, a total of 110 instances of engagement with the arts for young people and 11 teacher enrichment days were recorded over the four-day period.

Following the success of the virtual Summer School, Keats House continued to work with its CultureMile Learning partners, specifically to develop a virtual 'dual site visits' offer as well as pilot online taught sessions for school groups. This resulted in five virtual sessions being delivered to schools in 2020/21, engaging with 187 students and 15 teachers / assistants.

While no live events were delivered by Keats House in 2020/21, a number of special events were delivered virtually. Amongst these were the 'Poetry Versus Colonialism' creative writing workshop led by Keats House Poet Leila Sumpton, a new series of 'The Feast of the Poets' - monthly cultural discussions hosted by Keats House with invited panellists – and a specially commissioned performance of 'Bright Star' set to music by Sir Hubert Parry, which was recorded at St Botolph's-without-Bishopsgate, the City Church where Keats was baptised. These online events have proved notable for their geographic reach, attracting audiences from around the world, and their popularity with those audiences many of whom are 'attending' a Keats House event for the first time. A total of 297 people from over 18 countries across Europe, North America and Asia attended four online events, and the continuation of this new strand of programming once live events resume should be considered as one method of continuing to enhance and diversify our events and audiences.

In addition to these Keats House events, City Corporation Officers have delivered and contributed to a number of virtual outreach events to promote Keats's life and works and the Keats200 programme. These included a live reading of 'The Eve of St Agnes' hosted by the Poetry Society, talks for the British Association of Romantic Studies, Artizan Street Library & Community

Centre and U3A, engaging a further 730 people while we were closed to the public.

During 2020/21, twelve individual volunteers have directly supported Keats House, providing a total of 64 hours of their time to deliver recorded poetry readings for our online events throughout the year or providing introductions to visitors to the house between September and December 2020.

Engagement with our volunteer workforce has been maintained through regular mailings, updating them with projects and achievements and requesting support for specific projects where possible. This has been an extremely challenging year for our entire workforce including our volunteers, who have largely been deprived access to the place they love and people they socialise with, and Keats House would like to acknowledge and thank all our volunteers for their continued support for the Charity and its activities.

Keats House fulfilled its commitment to the New Museum School trainee programme led by Culture&, with the second trainee completing their placement and gaining a Level 3 Diploma in Cultural Heritage by the end of September. It is a testament to the quality of the programme and the trainee cohort, that the placements were completed in spite of the circumstances created by the pandemic, with the trainee hosted by Keats House taking responsibility for engaging audiences through social media and our online outputs throughout lockdown, notably working with our Keats House Poets and, volunteer, Poetry Ambassadors to deliver poetry readings online.

Continuing our support for creating new partnerships and pathways into the cultural sector, Keats House worked with Roehampton University to bid for and recruit a doctoral research student to work with the collections held at Keats House and London Metropolitan Archives. This programme, which commenced in October 2020, is funded through the Techne Doctoral Training Programme through to 2024.

Prior to lockdown, Keats House was open to the public Wednesday to Sunday, 11am – 5pm. On Tuesday 17 March 2020, a decision was taken to close the site completely in reaction to the COVID-19 pandemic. Keats House and garden, including Ten 10 Keats Grove and Keats Community Library, were closed to the public until the lifting of restrictions. During this period, City Corporation Officers visited the site each week to maintain building security and safety and provide essential contractor access, and this was supported by Trustees of Keats Community Library who have a local presence.

With the lifting of restrictions on heritage and community venues under Step 3 of the UK Government's COVID-19 Recovery Strategy, Keats House and Keats Community Library became eligible to reopen as from 4 July 2020 and the proposal to reopen with specific measures, including a COVID-19 Secure risk assessment and the award of VisitEngland's 'We're Good to Go' quality assurance mark, was approved under urgency by the Culture, Heritage and Libraries Committee on 26 June 2020.

The key measures put in place to ensure that the entire site at 10 Keats Grove remain COVID-19 Secure are: a separation of services operating at the

property, with Keats House and Keats Community Library opening on discrete days; use of the garden and external toilets being restricted to Keats House ticket holders only; installation of social distancing signage and hand sanitiser stations; a requirement to book and pay for tickets to Keats House in advance; strict limits on the numbers visiting; enhanced cleaning regimes; and, in the case of Keats House, the formation of workforce 'bubbles'.

With these measures in place, Keats Community Library (KCL) reopened from Saturday 18 July, opening for 12 hours per week on Tuesdays and Saturdays, which constitutes approximately one third of their pre-COVID, regular opening hours.

Keats House reopened to the public on Sunday 26 July 2020, typically opening two days per week in August, with an additional day per week from mid-September. From early September, a small number of volunteer tour guides resumed activity, by providing introductions to Keats and Keats House for our visitors.

Both venues closed again in November 2020, prior to reopening briefly in early December before closing for Christmas, followed by the National Lockdown from January to March 2021.

Between 26 July and 4 November, and on 4 and 11 December 2020, Keats House opened to the public on 37 days in 2020/21. A total of 852, one-hour visitor sessions were made available for pre-booking and 596 people booked tickets with 518 people actually visiting on the day. Therefore 61% of the available visitor sessions were booked and 87% of people booking a session attended on the day.

For comparison, 11,755 people visited Keats House in 2019/20. The number of people visiting Keats House in 2020/21, was therefore down by 96% on previous year, with a corresponding fall in income from admissions and shop sales.

The shop has been closed since 18 March 2020, in part due to lockdowns then due to concerns over the increased risk of transmission, especially due to the lack of a contactless payment platform, compounded by a failure of the till system and associated support contract issues. Consequently, there were no shop sales during 2020/21, compared to £21,595 in 2019/20. The net income target for the shop is -£15,000 which is calculated at year end to allow for stock held.

The private hire offer is currently restricted by the need to follow UK Government guidelines, maintain COVID-19 Secure arrangements at the site and the uncertain outlook. One regular hirer, which previously accounted for c. 40 sessions with a value of c. £4,000 / year, has suspended activity with no indication of a return, and there is very little demand for ad hoc bookings. Similarly, it has not been possible to achieve any significant income from events or visiting school groups as these continue to be suspended. In addition, the licence for Keats Community Library to occupy Ten Keats Grove, which contributes towards our income, expired on 19 April 2020 and is currently in the hands of the City Surveyors Department to renegotiate with the current licensees, who are operating from the site on a 'pay as you go'

basis in the meantime.

As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee will receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions were being upheld. To report that no licensable activities have taken place at the premises in the period April 2020 to March 2021. The Premises Licence was renewed for the period to 11 September 2021 at a cost of £180.00.

3. **Producing and implementing the Keats House Management Plan, 2020-23**

While an Activities Plan for 2020/21 had been produced prior to lockdown, the development of a three-year forward plan for Keats House, which is required as part of the City Corporation's documentation framework and for our Museum Accreditation return, has been severely delayed by the COVID-19 pandemic. The Divisional Plan, which is for a three-year rolling period, has been updated for 2021/22 to inform the plans, priorities and activities for future periods. The Principal Curator proposes that this should now be consulted on and further developed during 2021/22, with a view to forming the basis of the three-year Management Plan required for Museum Accreditation.

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.

[Proposed] Plans for Future Periods

The overarching priorities which will guide all of our objectives and activities from April 2021 are:

- Implement Keats House Divisional Plan projects identified for delivery in 2021/22.
- Deliver maintenance and access improvement projects at Keats House
- Develop a three-year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model.

KPIs for 2020/21

1. **To increase visitor numbers to Keats House by 3%.** 2020/21 outturn: 518. [-96% based on 2019/20 outturn: 11,755.]
2. **Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House.** Not available due to pandemic. [2019/20 score: 82%]
3. **Achieve budgeted income and expenditure targets for Keats House Charity.** Total net expenditure / income for 2020/21: Largely due to loss of income, Keats House year-end budget position exceeded the original budget by 11%. However, the budget uplift of £71,000 meant that the year-end position resulted in a net position of 82% before any transfer to the Charitable Reserve.

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THE DEPARTMENT'S VISION IS:

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

Our overarching objectives are:

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

Our major workstreams this year will be...

- Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
- Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
- Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
- Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
- Working with City Surveyors, progress future use of the nursery site at West Ham Park.
- Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
- Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

What's changed during 2020

- More staff working from home / remotely.
- New ways of working for non office staff to comply with Government guidance
- Increased use of online services for payment and bookings.
- Increased use of cashless payment.
- 'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.
- The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.
- Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.

Plans under consideration	Time Scale
Offices unlikely to return to full capacity— long term use of office accommodation to be considered	2022/23
COVID19 operating models will inform future service operations.	2021/23
Approach to cycling to be reviewed across a number of properties	2022/23
Visitor attractions, may require re-setting of business models	2021/23
Prioritising high priority select bids for Capital that meet the precise capital funding criteria	2021 onwards

Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership

Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

Key Departmental Risks

		0	6	3	Total = 9
	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

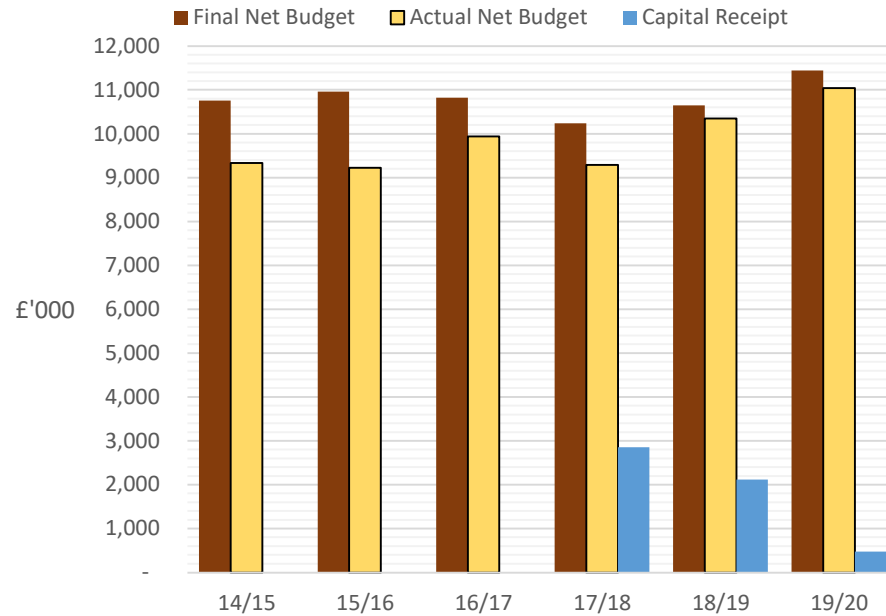
Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

Open Spaces risks related to COVID-19

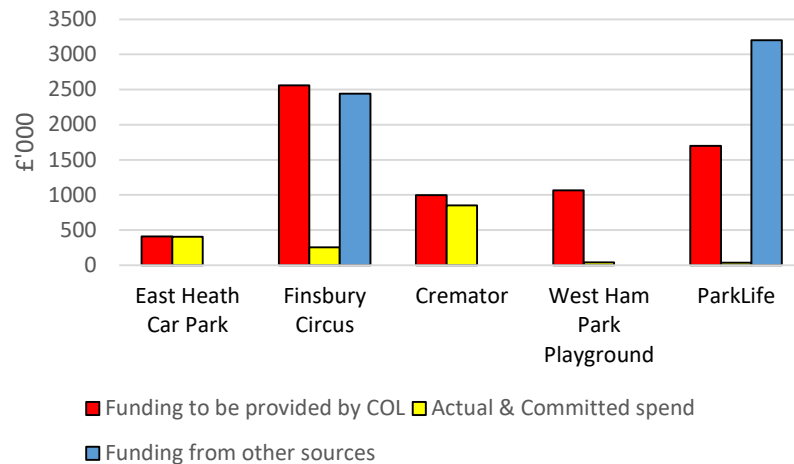
COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> Accelerated long-term damage to sites Open Spaces workforce wellbeing 	
These risks are reported Corporately	

Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

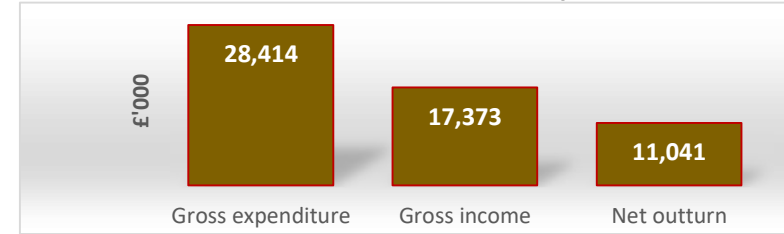
Directors local risk Net Budget vs Actual Net Budget and Capital Receipts



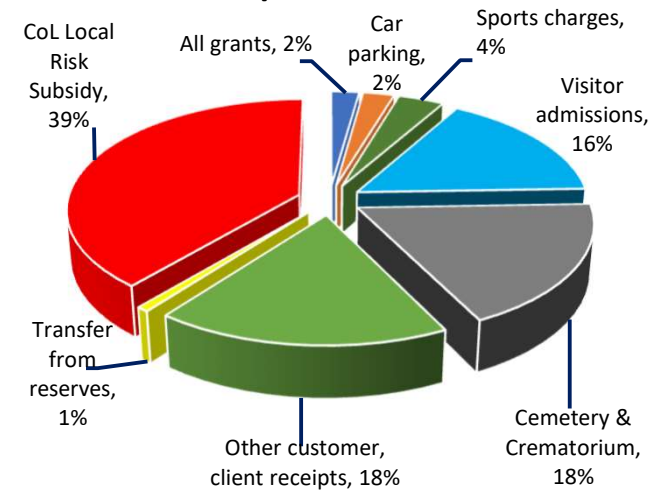
OSD Capital projects - showing anticipated COL and other funding plus spend to date



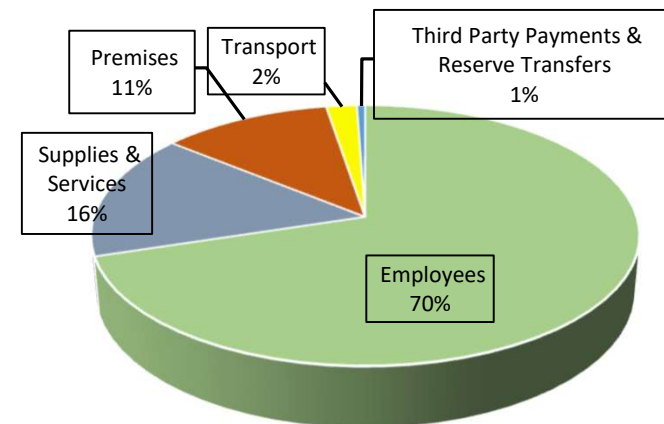
Actual Local Risk 2019/20



Where our 2019/20 income came from



How we spent our local risk budget in 2019/20



THE DEPARTMENT'S VISION 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 Open Spaces Department's three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible

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

B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

C. Business practices are responsible and sustainable

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

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

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

Keats House Divisional Plan 2021/22 update					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH1	COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID Secure workplace, visitor attraction and community venue.	w/c 12 April, 17 May and 21 June, with continuous review ongoing while restrictions in place / required.	Outcome A Priority 2 & 3 Outcome B Priority 4 Outcome D Priority 9	Contribute to a flourishing Society Support a thriving economy	<ul style="list-style-type: none"> Reduction in income from admissions, sales and private hire in particular due to COVID-19 response and recovery requires re-setting of business model and priorities New ways of pre-booking and cashless payments should be retained as offer efficiencies and savings.
KH2	Deliver Efficiencies and Savings Identify customer service priorities and efficiencies to deliver savings required.	24/10/2021	Outcome A Priority 3 Outcome D Priority 10	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> Reduction in local risk staff and revenue budget to meet 12%+ savings means that former operating hours and programme cannot be maintained Depending on outcome of operating review, may need funding for new museum / exhibition displays, as cannot be funded from local risk revenue budgets.

Keats House Divisional Plan 2021/22 update					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH3	Support Implementation of the Target Operating Model Review operational arrangements to align with the Target Operating Model / Review the business and operating model of Keats House and Ten Keats Grove to ensure sustainability for period 2021-25.	May – October 2021.	Outcome A Priority 3 Outcome D Priority 10	Contribute to a flourishing society Support a thriving economy Shape outstanding environments	<ul style="list-style-type: none"> Introduction meeting held at SMT level and discussion with officer ongoing through PDA and service planning meetings.
KH4	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	April / May and September / October, plus ongoing through PDA and TOM frameworks.	Outcome C Priority 5 & 6 Outcome D Priority 7 & 10	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> End of 2020/21 year PDAs completed for part-furloughed Officers, will all to be completed and 2021/22 targets set by May 2021. Refresher and required mandatory training to be rolled out to entire workforce prior to reopening services.
KH5	Develop Management Plan and policy framework for Keats House Museum Management Conservation Plan for Keats House; Risk Management and Disaster Plan; Collections Development Plan;	Divisional Plan 2021/22 update, to KHCC then CHLC in spring 2021. Policies to support Accreditation	Outcome A Priority 2 & 3 Outcome B Priority 4 Outcome C Priority 5 & 6	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> KHCC paper for meeting on 10 May completed, referencing this Divisional Plan and need for three-year forward plan.

Keats House Divisional Plan 2021/22 update					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
	Collections Documentation Plan; Audience Development Plan; Marketing and Fundraising Plan.	by March 2022 for approval by CHL prior to Accreditation submission expected from 2022.	Outcome D Priority 10	Shape outstanding environments	
KH6	Capital Projects to improve access Deliver LB Camden CIL funded access improvements to Keats House garden and progress enhancements to Keats House visitor entrance and boundary.	Scoping, tendering and procurement by September 2021, completion of garden works by March 2022. Consult on and submit proposals for replacement of front boundary in 2021/22. New visitor entrance and front boundary delivered in 2022/23.	Outcome A Priority 2 & 3 Outcome B Priority 4 Outcome D Priority 9	Contribute to a flourishing society Shape outstanding environments	<ul style="list-style-type: none"> Planning / listed building consent for visitor entrance and access improvements granted by LB Camden. Toilet block improvements completed spring 2021 and package of works for access improvements sent to City Surveyors. Proposals for the replacement of front boundary taken to KHCC in spring 2021.

Keats House Divisional Plan 2021/22 update					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH7	Deliver online public access database of the Keats House collections	Procure and test from April 2021, with public launch by February 2022. Population of database and enhancement of records and public access ongoing 2021-2024.	Outcome A Priority 3 Outcome C Priority 5 & 6 Outcome D Priority 7 & 9	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> IT approved proposal to deploy SSL's CollectionsIndex+, subject to approval by procurement (pending as at December 2020).
KH8	Deliver Keats200 legacy projects including digitisation of collections, partnership research projects and public engagement projects.	Ongoing from April 2021 – 2024.	Outcome A Priority 3 Outcome B Priority 4 Outcome C Priority 5 & 6 Outcome D Priority 7 & 9	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> Fanny Brawne to Fanny Keats letters project; TECHNE funded research project in partnership with Roehampton University; Potential new 'New Museum School' programme in partnership with Culture& / CreateJobs; Potential ACE funded project with Heath Hands focussing on Social Prescribing (see HHNN-tbc)

Notes:
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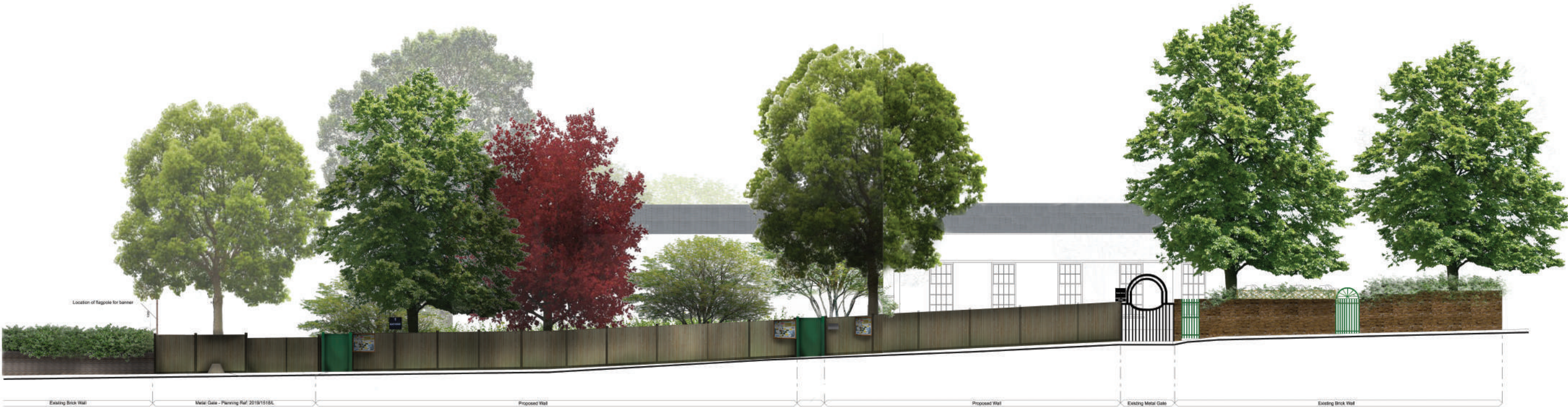
2. This is an indicative proposal only
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3. All details subject to uncovering
of existing and review.

The Site

Proposed

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