



Keats House Consultative Committee

Date: FRIDAY, 15 JULY 2022

Time: 2.30 pm

Venue: KEATS HOUSE

Members: Wendy Hyde, Chair of Culture, Heritage and Libraries Committee (Chair)
Munsur Ali, Deputy Chair of Culture, Heritage and Libraries Committee
Stephen Ainger, St Albans Road Residents Association
Steven Bobasch, Keats Community Library
Jim Burge, Heath Hurst Road Residents' Association
John Foley, Culture, Heritage and Libraries Committee
Frankie Leach, Culture, Heritage and Libraries Committee
John Griffiths, Culture, Heritage and Libraries Committee
Dafydd James-Williams, Heath and Hampstead Society,

Enquiries: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

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 1 October 2021.

For Decision
(Pages 3 - 6)

4. **UPDATE REPORT FOR KEATS HOUSE CHARITY, 2021/22 AND PLANS FOR 2022/23**

Report of the Executive Director, Environment Department.

For Discussion
(Pages 7 - 36)

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

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

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

The next meeting is proposed to take place on 28 October 2022.

KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 1 October 2021

Minutes of the meeting of the Keats House Consultative Committee held at Keats House on Friday, 1 October 2021 at 2.00 pm

Present

Members:

Deputy Wendy Hyde (Chair)
Jeremy Simons (Deputy Chair)
Dawn Wright
Stephen Ainger
Steven Bobasch
Bob Hall

In Attendance

Officers:

Ben Dunleavy	- Town Clerk's Department
Rob Shakespeare	- Department of Open Spaces
Richard Gentry	- Department of Open Spaces

1. APOLOGIES

Apologies were received from Anne Fairweather and John Tomlinson.

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

There were none.

3. MINUTES

RESOLVED, that – the minutes of the previous meeting held on 10 May 2021 be agreed as a correct record.

4. MID YEAR UPDATE REPORT FOR KEATS HOUSE CHARITY 2021/22

Members received a report of the Executive Director of Environment in respect of the Mid-Year Update for Keats House Charity for 2020/21.

Members were informed that following the previous meeting in May 2021, Keats House had reopened to the public for three days per week, with four hour-long sessions each day. Capacity for further reopening has been impacted by staff constraints. These sessions were open to both booking and walk-up visitors. An online events programme was maintained throughout pandemic, and live events have been reintroduced.

In regards to future plans, the following areas of focus were noted:

- Programming live events through to Christmas, based on utilising the investment and experience of the Keats200 events, and looking forward to an events programme for Spring and Summer;
- Consideration of opportunities to widen engagement with both worldwide audiences, through the achievements of the online events programme, and the local community, by developing family and school programmes in partnership with stakeholder groups;
- Implementation of improved infrastructure around the property, including internal security systems, paving and lighting, and the replacement of the front boundary ;
- Investment in Keats House digital infrastructure, including new collections management database to improve access to the collections, along with consideration of potential for recording and livecasting events.

Members heard that the Keats Foundation had received agreement for a bust of Keats to be placed in the City, and a competition to find an artist had been launched.

It was noted that the renegotiation of the licence for Keats Community Library (KCL) was the responsibility of the City Surveyors Department. The Principal Curator of Keats House confirmed that they want to support KCL as it provides a complementary service to Keats House. The Chair and the Principal Curator also explained the impact of the Corporation's proposed new strategic destination review on the City's cultural offering. The Chair and an officer from the Open Spaces Department confirmed that these would not lead to any change in the Corporation's relationship with Keats House.

RESOLVED, that – the update be received.

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

There were none.

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

There was none.

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

Members agreed that that the next meeting would take in place in May 2022, and would be held at Keats House.

The meeting ended at 3.30pm.

Chairman

Contact Officer: Ben Dunleavy
tel. no.: 020 7332 1427
ben.dunleavy@cityoflondon.gov.uk

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Agenda Item 4

Committee(s): Keats House Consultative Committee	Date(s): 15/7/2022
Subject: Update Report for Keats House Charity, 2021/22 and plans for 2022/23	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: Juliemma McLoughlin, Executive Director, Environment Department	For Discussion
Report author: Rob Shakespeare, Principal Curator (Keats House), Environment 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 a mid-year update, covering the period April to September 2021, at their meeting held on 1 October 2021. Presented at Appendix 1 for information and discussion is the draft full-year report on activities at Keats House in 2021/22, updated with activities from April 2021 – March 2022.

An update on Keats House Divisional Plan projects for 2022/23 is presented at Appendix 2 and the draft Keats House Activities Plan 2022/23 is included for the information of Members at Appendix 3.

Proposals for the front boundary of 10 Keats Grove are presented at Appendix 4 and will be discussed in more detail at the meeting, in order to gain feedback to inform their development prior to submission for the required approvals and consents.

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 successfully deliver the objectives of the charity and contribute to Corporate and Departmental outcomes.

Recommendations

It is recommended that:

- Members note Keats House's achievements in 2021/22, as described below and in more detail at Appendix 1, and give their views on how the Divisional Plan 2022-25 and Activities Plan 2022/23 (Appendices 2 & 3) support the priorities, aims and objectives outlined within the Corporate Plan 2018/23 and other key strategies, the Environment Department's primary and supporting aims and objectives, and the objectives of the Keats House Charity.
- Members provide their feedback on proposals for the front boundary of 10 Keats Grove (Appendix 4) to inform the designs to be submitted to Culture, Heritage & Libraries Committee and London Borough of Camden.

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 update included at Appendix 1 forms the basis of the report for 2021/22. Due to the timing of this year's Committee meetings, this draft report has already been presented for information to Members of the Culture, Heritage & Libraries Committee at their meeting on 16 May 2022.
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 stated aims and objectives within the wider strategies and desired outcomes of its governance arrangements. The Corporate Plan and other key strategies, along with the Environment Department's aims and objectives determine the strategic outcomes and objectives for Keats House. The Divisional Plan outlines how these are delivered at Keats House through priority projects over a three-year period, while the annual Activities Plan identifies the achievements and priorities for the previous and current year. The Keats House Divisional Plan updated for 2022/23 is presented at Appendix 2 and the draft Keats House Activities Plan 2022/23 is presented at Appendix 4.
4. Following the culmination of Keats200 in 2021 and the ending of Covid-19 restrictions, Keats House aims to prioritise longer-term projects to enhance physical access to its premises and virtual access to its collections as identified in its Divisional Plan for 2022-25. While we have received planning and listed building consent for access improvements to the grounds and the new visitor entrance, these have yet to be delivered and we are still seeking feedback on the proposals for the replacement of the front boundary fence. Similarly, while preparatory work has been conducted and the new Collections Management System has now been procured, its implementation, development and launch are

priorities for the current year. We hope to be able to progress these major projects in 2022/23 and 2023/24.

Current Position

5. Prior to the COVID-19 pandemic, Keats House was open to the public Wednesday to Sunday, 11am – 5pm and Keats Community Library (KCL) opened for a total of 42 hours per week, Tuesdays to Sundays. At the beginning of April 2021 however, the entire site remained closed to the public due to the third National Lockdown, which had been in place since January 2021.
6. With the phased lifting of restrictions under the UK Government's COVID-19 Response – Spring 2021 (Roadmap), Keats Community Library reopened initially for 10 hours per week on Tuesdays and Saturdays from Tuesday 13 April 2021. Keats House and garden reopened from Thursday 3 June 2021, initially on two days per week rising to three days per week from mid-July, when KCL also added an additional day of operation.
7. From 1 July 2021, five officers from the Keats House team who had been furloughed in proportion to how their roles were impacted by the closure of the House to the public, were brought back to their full contract hours. At the same time, 'furlough' payments to Keats House casuals were stopped to coincide with the reopening of the house resulting in opportunities for casual work.
8. Throughout most of 2021/22, both Keats House and Keats Community Library continued to open with restrictions on opening times and specific measures in place to ensure that the site remained COVID-19 Secure for our workforces and visitors. The safety measures were removed in phases with the lifting of legal requirements and regard to Government and sector guidance, visitor sentiment, as well as the safety requirements of our workforce and visitors.
9. By March 2022, Keats House was open to the public on Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 4pm, and, from May 2022, Wednesdays was added to the days we are open to the public. School visits, live events and private hires have all resumed, supporting the rebuilding of our audiences. Keats Community Library's opening hours had already returned to their pre-pandemic level in early 2022 and their community and live events programme is also being re-established.
10. During 2021/22, Keats House continued to work with partner organisations, individuals and stakeholder groups to deliver public engagement, particularly relating to the Keats200 bicentenary programme. From summer 2021, the live events programme at Keats House and Keats Community Library resumed, with some notable events to support Hampstead Summer Festival, Highgate Festival 2021, the Heath150 and Keats200 anniversary programmes, and Open House London Festival 2021. These events contributed to the local cultural and community offer, as well as wider initiatives and campaigns to encourage visitor confidence and the reopening of the economy.

11. In 2022/23, the overarching theme of our public programming will be 'Keats Inspired', comprising exhibitions, special projects and displays and an events programme promoted and supported by our social media and online outputs.
12. Private hires resumed at Ten Keats Grove and Keats House from summer 2021, although initially these tended to be small, one-off hires, rather than larger scale or regular hires. Private hires are now returning to their expected levels, resulting in increased income for the Keats House Charity and greater capacity for local and sector partner organisations.
13. The Principal Curator and City Surveyor's Department are working to deliver the access improvement project, to be funded through the London Borough of Camden's Community Infrastructure Levy, along with associated works to maintain, preserve and enhance the Grade 1 listed house and garden. Cyclical and reactive maintenance works to Keats House and Ten Keats Grove (library building) are also ongoing, with projects to improve the safety, security and appearance of both buildings now scheduled to take place in 2022/23.
14. The Principal Curator continues to work 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 (see Appendix 4) 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. These proposals will be presented at the meeting as part of our engagement with local stakeholder groups, prior to submitting to Members of CHL Committee and London Borough of Camden for the required approvals to proceed.
15. The licence for Keats Community Library (KCL) to operate from Ten Keats Grove, which expired on 19 April 2020, has not yet been renegotiated. It is in the hands of the City Surveyor to make arrangements for the new licence agreement and a meeting was held between representatives of City Corporation and KCL Trustees on 25 May 2022 to discuss future options. In the meantime, KCL are paying a fee based on actual usage. As previously reported, the designation of KCL as an Asset of Community Value (ACV), as nominated by Hampstead Neighbourhood Forum, was renewed by London Borough of Camden for five years with effect from 14 April 2021. The Principal Curator recommends that the licence agreement corresponds with the ACV nomination, although a shorter-term licence supplemented by a letter of comfort may be proposed initially to ensure that a licence is in place to cover current operation.
16. The response to, and ongoing recovery from, the COVID-19 pandemic continues to have a profound impact on the activities of the Keats House Charity. In particular, income targets for admissions, shop sales, events and private hires were again not met in 2021/22. Some reductions in operating costs, including furloughing of Keats House officers, were achieved, protecting the Charitable Reserves for spending against future priority projects, such as the Collections Management System software and enhancements to the visitor entrance.

17. Over the next three years, Keats House will need to determine and demonstrate how it can best respond to the challenges of recovering from the impacts of the COVID-19 pandemic, the implementation of the City Corporation's Target Operating Model, and any recommendations arising from the Charities and Governance Reviews.
18. Following the deletion of a vacant post, resignation of one part-time officer and maternity leave of another part-time officer from January 2022, the Keats House team currently comprises 2.77 fte staff, made up of four individuals in three main roles. These officers, supported by our casual and volunteer workforce, are prioritising opening the house to the public and rebuilding the public offer, including live events and school sessions both online as well as at the house and elsewhere. Private hires and Divisional Plan projects, some of which are reliant on other parties as described above, are being progressed where capacity allows.

Proposals

19. Members indicate their continued support for the activities and priorities of Keats House in delivering the Charitable Objectives, as well as contributing to Corporate, Departmental and wider strategic and community outcomes.
20. Members provide their views on the proposals for the new front boundary for 10 Keats Grove, to inform the final designs to be submitted to the Culture, Heritage & Libraries Committee and the London Borough of Camden's Planning Department in due course.

Corporate & Strategic Implications

21. 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.
22. The projects and works outlined in this report also support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives.

Conclusion

23. While activities continued online throughout lockdowns and the site and museum are again open to the public, the operation and programming of Keats House continues to be 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, its continued Accredited status, and alignment with the structures and principles of the Target Operating Model.
24. The Keats200 bicentenary programme culminated in autumn 2021, with an outdoor, touring exhibition and associated programming as part of the City Corporation's Outdoor Arts Programme theme for 2021: 'A Thing of Beauty'. The

'Keats Inspired' exhibition and events programme theme for 2022/23 has been launched and is gathering momentum and helping rebuild our audiences.

25. A number of delayed projects designed to increase physical and virtual access to Keats House and its collections, will need to be prioritised for delivery in 2022/23 and 2023/24. These will contribute to the legacy outcomes of the Keats200 bicentenary programme, supporting the post-pandemic recovery and a sustainable future for the Keats House Charity.

Appendices

- Appendix 1 – [Draft] Annual Report for Keats House Charity 2021/22
- Appendix 2 – Keats House Divisional Plan 2022-25, April 2022 update
- Appendix 3 – [Draft] Keats House Activities Plan 2022/23
- Appendix 4 – Proposals for the front boundary of 10 Keats Grove.

Rob Shakespeare

Principal Curator (Keats House), Environment Department

T: 020 7332 1818

E: rob.shakespeare@cityoflondon.gov.uk

Appendix 1 – [Draft] Annual Report for Keats House Charity 2021/22

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's 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 Environment Department's Business Plan 2022/23. Our activities also support the City Corporations' Cultural Strategy and the Hampstead Heath Management Strategy 2018 - 2028, 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

Keats House aims to support the Environment Department to Shape Sustainable Future Environments through its Primary and Supporting Aims and Objectives, particularly:

- Provide excellent frontline services
- Deliver key strategies (climate action and volunteering)
- Support sustainable growth, vibrancy, heritage and culture
- Provide thriving, biodiverse, relevant spaces
- Financial, Information and Talent Management, Innovation, Engagement & Collaboration and inclusivity.

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

Achievements and Performance

Achievement against the key priorities for 2021/22:

1. Implement Keats House Divisional Plan projects identified for delivery in 2021/22

Prior to the COVID-19 pandemic, Keats House was open to the public Wednesday to Sunday, 11am – 5pm and Keats Community Library (KCL) opened for a total of 42 hours per week, Tuesdays to Sundays. At the beginning of April 2021 however, the entire site remained closed to the public due to the third National Lockdown, which had been in place since January 2021.

With the phased lifting of restrictions under the UK Government's COVID-19 Response – Spring 2021 (Roadmap), Keats Community Library reopened first, initially for 10 hours per week on Tuesdays and Saturdays from Tuesday 13 April 2021. Keats House and garden reopened from Thursday 3 June 2021, initially on two days per week rising to three days per week from mid-July, when KCL also added an additional day of operation.

The key measures previously put in place to ensure that the entire site at 10

Keats Grove was awarded Visit England's 'We're Good to Go' quality assurance mark and remained COVID-19 Secure were: 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'.

While these same measures allowed the site to reopen in phases dictated by the Spring 2021 Roadmap, with the further lifting of most legal restrictions from Monday 19 July, some of these measures, such as social distancing signage, were physically removed and our messaging to visitors changed from enforcement to encouragement, especially with regard to face coverings. Similarly, the requirement to pre-book was removed although the facility to do so was retained, as it provides a useful way for us to directly communicate the days and times at which people can visit.

The Keats200 programme celebrating the life, works and legacy of Romantic poet John Keats, which launched on 1 December 2018, continued in 2021/22, despite the ongoing 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.

The reopening of the house was publicised as an opportunity to see Keats200 Artist in Residence Elaine Duigenan's beautiful and moving floral tributes to Keats, which were installed at the house during lockdown and on display there until January 2022.

Unfortunately, much of our partnership work was inevitably curtailed by COVID-19 and it was again not possible to hold Keats Foundation's annual conference in May 2021. We were however delighted to work with them and the Remembrancers Office to deliver a Keats200 celebratory event, including a keynote speech by Professor Nicholas Roe, Chair of the Keats Foundation and Keats's biographer, on 1 November 2021.

Our social media channels have helped us remain connected to our audiences, engaging them with the Keats200 bicentenary and publicising online and in person events. As at March 2022, Keats House had over 6,770 followers on Twitter (+4% on April 2021), more than 4,000 on Facebook (-2%), and over 2,800 on Instagram (+20%). All officers have contributed to our online and social media outputs throughout lockdowns and reopening, working closely with, and benefitting from the support of, the City Corporation's Cultural & Visitor Development team.

The City Corporation's #OurCityTogether platform, which was initiated within weeks of the first lockdown in March 2020, continued to provide an important

channel through which to publish our cultural content and reach new audiences online until it was taken offline in February 2022. Keats House contributed a number of new articles in 2021/22 focussing on the events and reaction following Keats's death and, more recently, the lead up to #Shelley200. Collectively the 55 articles researched, written and published by the Keats House team during the lifetime of the site received nearly 19,000 page views and also generated a large amount of social media activity and engagement in the form of likes, shares and re-posts.

Keats House made its full educational offer available online, before school sessions could resume in the garden from June and in the house itself from autumn 2021. Numbers were inevitably lower than previous years, but we were proud to have delivered 28 sessions to 24 different schools, engaging 623 students and 82 teachers / assistants with Keats's life story, poetry and creative writing. Six of these sessions were part of our continued participation in the Young City Poets programme, along with other City Corporation cultural venues.

Our Creative Writing Summer School again took place online at the start of July, featuring workshops by Keats House poet Laila Sumpton and novelist Sara Taylor, on the theme of 'Escape'. This was our most successful Summer School so far in terms of numbers, the online format meaning that we could include students from schools outside London. 70 students from eight different secondary schools took part, including schools in Hampshire and Buckinghamshire. Over the three days of the course we achieved a total of 181 student and 12 accompanying adult engagements, with a mixture of students joining individually from home, individually within school groups and in teacher-led whole-class groups (from two schools). Despite the technical challenges presented by this mixed format, the response to the 2021 Summer School by students and teachers in the accompanying Chat and subsequent emails was engaged and overwhelmingly positive. Students produced high-quality creative work on all three days, which is being collected for an online anthology to be made available to all participating schools.

Our part-time Interpretation Officer - Learning, worked with Culture Mile Learning colleagues to develop an 'Inspiration' session involving both art and creative writing, as part of a planned after-school club scheme across a range of City Corporation venues and green spaces. We also collaborated with Keats200 Poet in Residence Laila Sumpton, to create three new school sessions on the theme of Keats and Colonialism, which combine an introduction to Keats's life and times with an exploration of colonialist themes linked to objects in the house, as stimulus for students' creative writing.

Following the successful reopening of Keats House, and especially since the lifting of legal restrictions from 19 July, our events programme resumed, both online and with live events at Keats House and elsewhere. Virtual events included two editions of our 'The Feast of the Poets' cultural discussions, attended by a total of 95 people from over 12 countries across Europe, North America and Asia. We were delighted to be asked to repeat our 'Keats Meets Coleridge' event for Highgate Festival 2021, which was enjoyed by 26 people

and more as we progressed across the Heath 'talking of many things'. Two 'Late Night Keats' events were programmed in October and December and the launch of a poetry anthology book launch edited by our Poet in Residence was well attended. We were also pleased to welcome 12 individuals from the Afghan refugee families resident in the City to Keats House, for a Nowruz Festival celebration on Sunday 20 March 2022. In total, 420 people attended 15 programmed events in 2021/22. In addition, two online talks were delivered to local community groups, engaging a further 92 people with the Keats200 programme and activities of Keats House.

Keats House officers also supported the delivery of exhibitions and events for Heath150, celebrating the 150th anniversary of the passing of the Hampstead Heath Act 1871. We also facilitated a number of events for Hampstead Summer Festival by working with our local partners Keats Community Library and Hampstead School of Art to ensure these much-loved and, in terms of fundraising for these two local charities, vital events could go ahead in 2021. The Keats House garden hosted Hampstead Art Fair, two performances of 'Twelfth Night' by Drama Impact, a performance of 'A Country Diary of An Edwardian Lady' and a family garden party. In total over 1,200 people enjoyed attending these events, at a time when many had been denied access to cultural events in their local communities.

Our volunteers have continued their support for Keats House, initially by providing outdoor introductions for our visitors, then, when allowed, tours of the interior of the house, adding extra value to our visitor's experiences. Engagement with our volunteer workforce was maintained through regular mailings and requesting support for specific projects, including the phased resumption of our live events programme. A virtual engagement meeting was held with our paid and voluntary workforce in May 2021, and a Christmas celebratory get-together was followed by a hybrid event in January 2022, to re-engage individuals with the aims and activities of the Charity. Our Poetry Ambassadors have also revived our monthly Afternoon Poems readings, delivering six events between September 2021 and March 2022. In total 14 volunteers have provided over 200 hours support for Keats House in 2021/22 and, as always, we would like to acknowledge and thank all our volunteers for their continued support for the Charity and its activities, especially in light of the impact of the pandemic on their own lives.

Keats House continue to work with Roehampton University to support 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 and will result in new insights and interpretations of our collection, for example the Fanny Brawne to Fanny Keats letters, which are being digitised and shared online on the 200th anniversary of their writing.

At the end of August, we worked with colleagues from London Metropolitan Archives (LMA) to conserve, digitise and display items from the Keats House collections. Included in the displays for autumn / winter 2021, were a letter

from Shelley to his cousin and fellow poet Medwin, which had not been displayed in over 25 years, along with the first English edition of 'Adonais: An Elegy on the Death of John Keats', which Shelley wrote in the aftermath of Keats's death. As well as forming part of the culmination of the Keats200 bicentenary programme, these form part of our contribution to Shelley200 and the wider Romanticism bicentenaries which will be one of our priorities for the next few years, as we move into the legacy phase of Keats200. In February 2022, the Fanny Brawne to Fanny Keats letters and miscellaneous items related to Joseph Severn and Keats's grave in Rome were displayed at the house in time for the spring visitor season.

We also collaborated with LMA to display Keats's copy of Shakespeare's Poems, in which he copied out his own poem 'Bright Star' while on route to Italy. This item is one of the treasures of the Keats House collections which captures the imagination of Keatsians all over the world and we were delighted to be able to display this in the Heritage Gallery at Guildhall Art Gallery for the culmination of the Keats200 bicentenary programme.

As previously reported, officers produced the Keats200 exhibition for publication online on ourcitytogether.london and Google Arts & Culture in time for the bicentenary of Keats's death in February 2021. This same content was then used to develop an outdoor exhibition to support the City Corporation's Outdoor Art Programme for 2021: 'A Thing of Beauty', which toured three London venues in autumn 2021: Hampstead Heath during September, Aldgate Square in October and Guildhall Yard for the first two weeks of November. The tour was accompanied by an events programme at all venues to coincide with Open House London Festival 2021, Keats birthday celebrations at the end of October, and the Keats200 lecture and celebratory event at The Guildhall in partnership with the Keats Foundation.

Towards the end of 2021/22, Keats House officers have worked with their colleagues at Guildhall Hall Art Gallery to loan a number of paintings for their 'Inspired!' exhibition, April – September 2022, ensuring these works are seen by new audiences and in a different context to their normal display at the house.

Between 20 May 2021 and 31 March 2022, Keats House opened to the public on 114 days, with a total of 2,575 recorded visits to the house during that period. For comparison, 12,451 people visited Keats House in 2018/19 – the last full business year before the pandemic - so the number of people visiting Keats House is down by 80% on pre-pandemic levels, with a fall in income from admissions and shop sales in particular as a consequence.

The shop also reopened from May with a new ticketing, sales and contactless payment system. Due to the reduction in visitor numbers income from shop sales remains below the annual income target of -£15,000, with £6,216 taken in 2021/22.

The private hire offer also restarted, with a small number of hires to community groups, organisations and individuals. However, it has not yet

been possible to achieve the levels of income previously derived from hires, events or visiting school groups. In addition, the licence for Keats Community Library (KCL) 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. In the meantime, KCL continue to operate from the site on a 'pay as you go' basis.

As a condition of the premises licence for 10 Keats Grove, Keats House Consultative Committee receive a twice-yearly report of licensable events held at the House, to ensure that the operating schedule and conditions are being upheld. To report that no activities have taken place under Keats House's premises licence in the period 2021/22. As referred to above, four events were delivered from the premises for Hampstead Summer Festival which involved the sale of alcohol and other licensable activities under TENs obtained by the organisers. The Premises Licence for 10 Keats Grove was renewed for the period to 11 September 2022 at a cost of £180.00.

2. Deliver maintenance and access improvement 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.

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. The intention is for these works 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 was completed in early 2021, 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 refined, following initial feedback from local stakeholders. Once finalised, these will be forwarded to Members prior to submission 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 and subsequent reopening. Hampstead Heath officers also supervise the work of a dedicated

team of 'Heath Hands' volunteers who have continued to be active in maintaining the beautiful garden when allowed by COVID-19 restrictions.

3. **Develop a three-year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model**

While a Draft Activities Plan for 2022/23 has been produced (see Appendix 3), 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 2022/23 to inform the plans, priorities and activities for future periods. The Principal Curator proposes that the development of a three-year Management Plan for Keats House should follow the timeline of the Target Operating Model, before being submitted to Members for consultation and approval, before being presented in any future Museum Accreditation return.

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.

Plans for Future Periods

The overarching priorities which will guide all of our objectives and activities from April 2022 are:

- Implement projects and activities identified in the Keats House Divisional Plan and Activities Plan for delivery in 2022/23 onwards
- 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 2022/23 [2021/22 outturn data for benchmarking.]

1. **To increase visitor numbers to Keats House.** [2021/22 outturn: 2,575.]
2. **Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House.** [2021/22 data not available due to pandemic. 2019/20 score: 82%]
3. **Achieve budgeted income and expenditure targets for Keats House Charity.** [Despite reduced income levels in 2021/22 with just 39% of the target achieved, planned savings resulted in expenditure of just 85% of budget. This therefore resulted in a net budget position of 99% of final budget for 2021/22.]

Keats House Divisional Plan 2022-25 (April 2022 update)

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH1	<p>COVID-19 Impact Recovery Programme Continuous review ongoing during post-pandemic recovery period, particular focus on opening hours, event programming, visitor numbers and engagement, and income from all sources.</p>	October '22; April '23.	<p>Outcome A Priority 2 & 3</p> <p>Outcome B Priority 4</p> <p>Outcome D Priority 9</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p>	<ul style="list-style-type: none"> • New ways of pre-booking and cashless payments retained as offer efficiencies and savings. • Reductions in staff costs and some operating costs to offset loss of income from admissions, sales and private hire in particular during COVID-19 recovery. • TOM Phase 2 (spring / summer 2022) is opportunity to review business model and priorities.
KH2	<p>Deliver Efficiencies and Savings Identify customer service priorities and efficiencies to deliver savings required.</p>	Quarterly monitoring: July, October 2022 and January, April '23.	<p>Outcome A Priority 3</p> <p>Outcome D Priority 10</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p>	<ul style="list-style-type: none"> • Reductions in expenditure to meet budgets available. • Charitable Reserves, donations and external funding streams identified for delivery of priority development projects and activities.

Keats House Divisional Plan 2022-25 (April 2022 update)

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH3	<p>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.</p>	April – October 2022.	<p>Outcome A Priority 3</p> <p>Outcome D Priority 10</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	<ul style="list-style-type: none"> Environment Department have implemented TOM Phase 1 and Phase 2 ongoing. TOM Phase 2 (spring / summer 2022) is opportunity to review business model and priorities.
KH4	<p>Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.</p>	April / May and September / October, plus ongoing through PDA and TOM frameworks.	<p>Outcome C Priority 5 & 6</p> <p>Outcome D Priority 7 & 10</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p>	<ul style="list-style-type: none"> End of 2021/22 year PDAs completed and 2022/23 targets set by May 2022. Mandatory and professional development training needs to be reviewed and supported where linked to priorities.
KH5	<p>Develop Management Plan and policy framework for Keats House Museum Management Conservation Plan for Keats House; Risk Management and Disaster Plan; Collections Development Plan; Collections Documentation Plan; Audience Development Plan;</p>	Divisional Plan 2022-25 and Activities Plan, 2022/23 updates, to KHCC / CHLC in spring 2022. Policies to support Accreditation	<p>Outcome A Priority 2 & 3</p> <p>Outcome B Priority 4</p> <p>Outcome C Priority 5 & 6</p> <p>Outcome D Priority 10</p>	<p>Contribute to a flourishing society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	<ul style="list-style-type: none"> CHL paper for meeting on 16 May completed, referencing this Divisional Plan and need for three-year forward plan. Awaiting timeline for Accreditation renewals to be announced by ACE. Required policies placed on forward plan for CHL

Keats House Divisional Plan 2022-25 (April 2022 update)

Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
	Marketing and Fundraising Plan.	for approval by CHL in summer / autumn 2022, prior to Accreditation submission expected from autumn 2022.			Committee meetings in 2022.
KH6	<p>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.</p>	<p>Completion of garden works as approved by March 2023. Consult on and submit proposals for replacement of front boundary in spring / summer 2022. New visitor entrance and front boundary delivered in 2023/24.</p>	<p>Outcome A Priority 2 & 3</p> <p>Outcome B Priority 4</p> <p>Outcome D Priority 9</p>	<p>Contribute to a flourishing society</p> <p>Shape outstanding environments</p>	<ul style="list-style-type: none"> • Package of works for garden works sent to City Surveyors for costing. • Application for LB Camden CIL funding to deliver garden works pending. • Proposals for the replacement of front boundary available for stakeholder consultation via local meetings / KHCC and CHL in spring / summer 2022.

Keats House Divisional Plan 2022-25 (April 2022 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 2022, with public launch by March 2023. Population of database and enhancement of records and public access ongoing 2022-2025.	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"> • Preparatory work to audit and cleanse existing collections data / records / assets completed. • Procurement and implementation of CollectionsIndex+, subject to final approval by Procurement and IT.
KH8	Deliver Keats200 legacy and 100th Anniversary of Keats House Charity projects , including: digitisation of collections, partnership research projects and public engagement projects.	Ongoing from April 2022 – 2025.	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 ongoing; • TECHNE funded research project in partnership with Roehampton University ongoing; • Research into history of formation of Keats House Charity and opening of the house to the public underway and ongoing; • Grant funding for developmental projects to be determined.

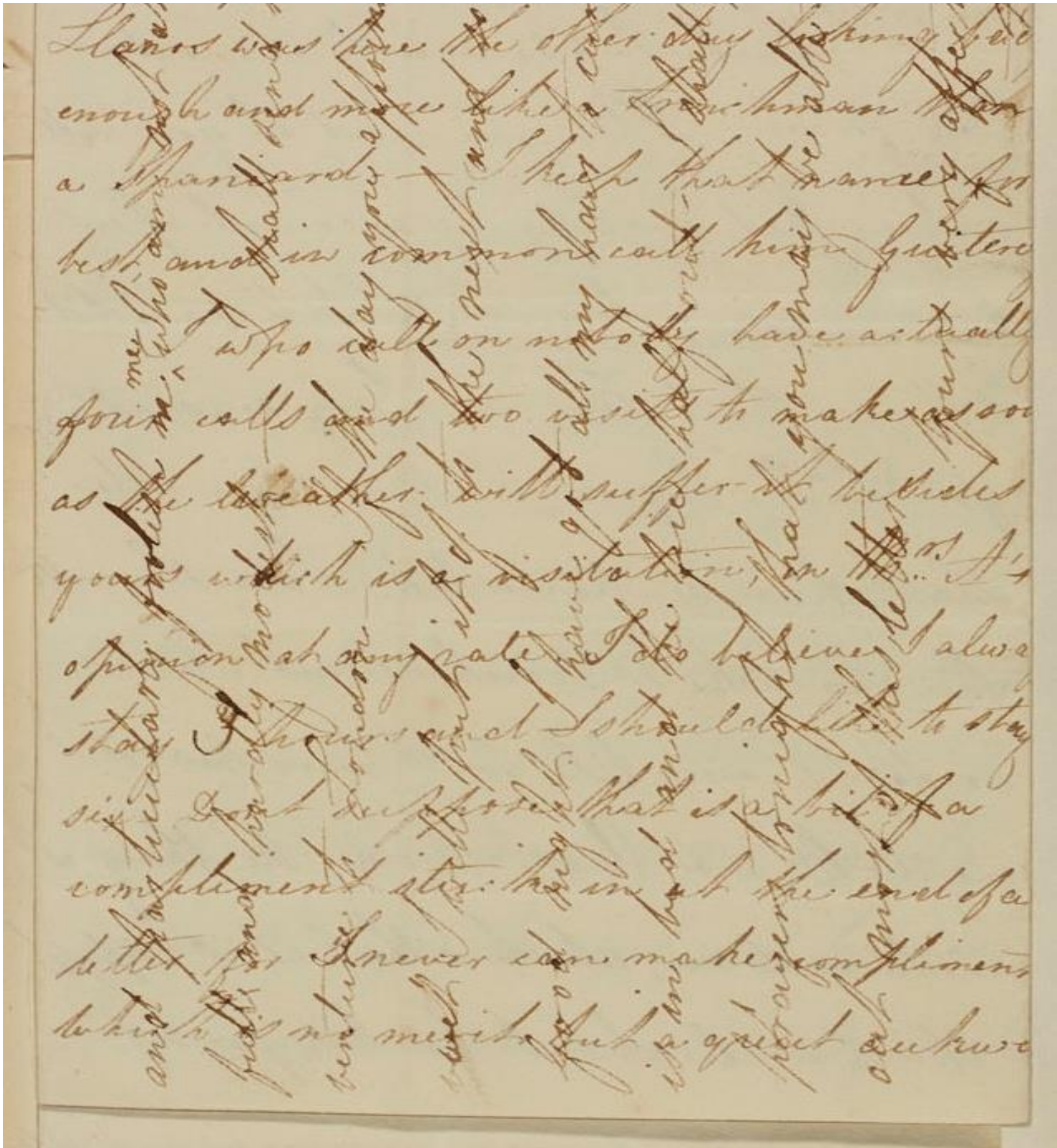


Image: Fanny Brawne's letter to Fanny Keats, written between 17 November and 12 December 1821, page 4, showing cross-hatched writing. Image courtesy of Keats House, City of London Corporation. K/MS/02/049.



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

Keats House Charity

Activities Plan 2022/23

The origins of Keats House Charity date back to the 1920s, when a public appeal raised the money to acquire the house and collections for the public. The current charity was registered in March 1996 (no. 1053381) and, since 1 January 1997, has been provided by the City of London Corporation as part of its contribution to the cultural life of London and the nation.

The object of the Keats House Charity is:

‘to preserve 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.’

About Keats House today

Keats House is a Grade I listed Regency villa, which was built between 1814 and 1816. It is open to the public as an [Accredited Museum](#) (no. 097) and delivers a programme of exhibitions and events, provides formal and informal learning opportunities for all ages and abilities, as well as supporting volunteer, work, creative, and research placements.

The garden is closely linked to the history of the site and today is an important part of the visitor offer.

Also within the grounds of the property at 10 Keats Grove, stands a Grade II listed building known as Ten Keats Grove. This was first built as the Keats House Museum and Heath Library, which opened in 1931. Today, it functions as a volunteer run library operated by Keats Community Library (registered charity number 1146702), which is registered as an Asset of Community Value by the London Borough of Camden. The Nightingale Room within Ten Keats Grove acts as an events and private hire space managed by Keats House, including its use by KCL as a Children’s library and for their own fundraising events.

In 2022/23, Keats House will rebuild and reconfigure its services to ensure it remains accessible, relevant and sustainable following the COVID-19 pandemic and recovery period, which will continue to affect the cultural and tourism sectors for some years.

Following the successful delivery of the #Keats200 bicentenary programme from 2018 – 2021, the period 2022 to 2025 will see Keats House: reveal the lives of people connected with Wentworth Place after Keats’s death, including Fanny Brawne and Fanny Keats; support the wider Romanticism 200th anniversaries, particularly Shelley200; reapply for Museum Accreditation; and celebrate the centenary of the opening of the house to the public in May 1925.

Despite the ongoing impacts of the COVID-19 pandemic, this is an exciting opportunity to re-evaluate the significance of Keats and the Romantic poets generally, the ways in which their legacies were preserved, created and reinterpreted, as well as the ongoing significance of these individuals and their poetry to our lives today.

Our achievements in 2021/22

Despite the ongoing impacts of the COVID-19 pandemic, between April 2021 and March 2022, we:

- Continued to **celebrate the Keats200 bicentenary programme**, delivering special exhibitions, events and projects celebrating Keats's life and works.
- **Developed and delivered the Keats200 outdoor exhibition**, which toured three London venues - Keats House, Aldgate Square and Guildhall Yard - from September to November 2021, being seen by thousands of people.
- **Contributed a combined total of 55 digital resources**, including articles, talks and creative activities for the City Corporation's **ourcitytogether.london** channel, **receiving over 19,000 page views** and generating positive social media activity.
- Researched and **developed the Keats200 outdoor display**, which was seen by thousands of people at three London venues - Keats House, Aldgate Square and Guildhall Yard – from September to November 2021.
- Devised and **delivered a virtual Summer School programme**, which resulted in a total of 181 instances of engagement with heritage and culture for 70 young people aged 16 -19 from eight different schools.
- Delivered 28 taught sessions, both online and at Keats House, which **engaged with 623 students and 82 teachers / assistants from 24 different primary and secondary schools**.
- **Continued to work with our Keats200 partners** (the Keats Foundation and Keats-Shelley Memorial Association / Keats-Shelley House, Rome), as well as community and sector partners such as London Metropolitan Archives, Keats Community Library, Roehampton University / Techne DTP and The Poetry Society, and creative individuals and organisations, to deliver special projects and events.
- **Supported our Poet in Residence, Laila Sumpton, to decolonise our collections** through research, and public and staff training events such as 'Poetry Versus Colonialism', supporting her creative practise and Culture Mile Learning outcomes.
- **Displayed the outputs of Artist in Residence, Elaine Duigenan, at Keats House**, including the beautiful 'Daisy Bed' installation in Keats's bedroom, which was installed in February '21 and on display until January '22.
- **Delivered 17 events, attended by 512 people** both online and at Keats House.
- **Supported over 200 hours of volunteering by 14 individuals**, who resumed tours and poetry readings for our visitors, following our reopening to the public.
- **Reopened Keats House** as a COVID-Secure workplace and 'We're Good to Go' visitor attraction, **receiving 2,575 visits in person between May '21 and March '22**.

Thank you to everyone who has contributed to our activities and outcomes during the year, which have helped Keats House Charity continue to deliver its objectives despite the ongoing impacts of the COVID-19 pandemic and recovery.

Our governance and strategic context

Keats House operates as a registered charity (no. 1053381) with the City of London Corporation as its sole Trustee. It is managed within the City Corporation's Environment Department and reports to the Cultural, Heritage & Libraries Management Committee. The Keats House Consultative Committee, which acts as an advisory body, meets twice a year and includes representatives from the City Corporation and local community / sector stakeholder groups.

Our activities are developed within the strategic framework of the City Corporation's Corporate Plan and the Environment Department's primary and supporting aims and objectives. We also support the City Corporations' key strategies, Culture Mile Learning's priorities, the Hampstead Heath Management Strategy 2018 – 28, and contribute to 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 aims are stated in the Corporate Plan 2018 – 23:

We aim to...

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

Keats House aims to support the Environment Department to **Shape Sustainable Future Environments** through its Primary and Supporting Aims and Objectives, particularly:

- Provide excellent frontline services
- Deliver key strategies (climate action and volunteering)
- Support sustainable growth, vibrancy, heritage and culture
- Provide thriving, biodiverse, relevant spaces
- Financial, Information and Talent Management, Innovation, Engagement & Collaboration and inclusivity.

The main objectives of Keats House Charity in 2022/23 as stated in our annual Charity Report are:

- Implement projects and activities identified in the Keats House Divisional Plan and Activities Plan for delivery in 2022/23.
- 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.

The resources we have to deliver our objectives in 2022/23 include:

Staffing:

Principal Curator (Keats House) – Rob Shakespeare (1fte)

Interpretation Officer (Operations) – Ken Page (1fte)

Interpretation Officer (Collections) – Vacant (0.5fte)

Interpretation Officer (Programming) – Maternity leave until 2023 (0.5fte)

Interpretation Officer (Learning) – Linda Carey (0.43fte)

Information Officer – Alison Lister (0.34fte)

From October 2020 through to 2024, Keats House is working with Roehampton University to provide a doctoral training placement for Phoebe Lambdon. Funded by Techne Doctoral Training Partnership, this will lead to new research and interpretations of our collections.

We also provide, and benefit from, volunteer opportunities in five main roles: front of house; tour guides; poetry ambassadors; collections care; and event support. Approximately 14 individuals give their time and experience to support our work throughout the year.

Financial:

In 2022/23, the City Corporation will deficit fund Keats House through its City's Cash Fund as follows:

Category:	Annual budget:	Description:
Staff costs:	£219k	Officer salary and on-costs, inc. training.
Revenue costs:	£53k	To pay for the running costs of the premises and our programmes.
Income target:	-£110k	Generated through admissions, shop sales, private hire, events & learning programmes and licences.
Net budget:	£162k*	* In 2022/23 spend may exceed this amount to fund Keats200 legacy projects and other priorities from the Charity's Reserves / grants received.
Other costs covered:	£159k	Support services /works.

Between April 2022 and March 2023, we plan to:

Shape outstanding environments

- Continue to safely open our site to the public and rebuild our services & audiences.
- Support City Surveyors to deliver the project to improve access in the garden of 10 Keats Grove, funded by LB Camden's Community Infrastructure Levy programme.
- Make our collections more accessible by developing a new collections management database, including an online, searchable catalogue.
- Reapply for and seek to secure Full Museum Accreditation status and our Visit England Quality Assured Visitor Attraction Scheme performance.
- Work with Open Spaces colleagues & Heath Hands volunteers to further enhance the garden at 10 Keats Grove.

Contribute to a flourishing society

- Develop and deliver a new 'Keats Inspired' exhibition at Keats House and online, exploring the influences on Keats and how his poetry continues to inspire and be relevant to our lives today.
- Rebuild our year-round events programme, including poetry readings, talks, family creative workshops and walking tours, both in person and online.
- Continue to support formal learning in primary, secondary and higher education institutions, by providing online learning resources and taught sessions at Keats House and elsewhere.
- Support Culture Mile Learning outcomes and initiatives, specifically their Dual Site Visits programme and actively engaging with schools with a high pupil premium.
- Provide poet / artist in residence opportunities at Keats House.
- Work with strategic partners, North London Open Spaces and local community stakeholders to deliver cultural events, including the Keats Bicentenary Conference 2022, Shelley200 Conference and events for Hampstead Summer Festival 2022.

Support a thriving economy

- Work with our governing body and all stakeholders to recover from the COVID-19 pandemic and to develop a sustainable and deliverable Management Plan for the period 2022 – 25.
- Review and develop our income streams, including project grants and charitable donations.
- Continue to work with our major partners (the Keats Foundation, K-SMA, KSAA, London Metropolitan Archives, The Poetry Society, Roehampton University / Techne, Keats Community Library and Hampstead Summer Festival) and establish new partnerships, to increase our resilience and enhance our cultural offer.
- Continue to support and diversify our workforce by providing a range of paid and volunteer opportunities, including for young people aged 16 - 18.

To find out more and follow our progress visit:

www.cityoflondon.gov.uk/keats



keatshouse



keatshousemuseum

Keats House, Front Wall, NW3 2RR

Notes:

- 1. NOT FOR CONSTRUCTION. Do not measure from this drawing. All dimensions to be verified on site. Please note that for any construction, demolition, fitting, installation etc., pricing or costing a detailed survey of the related work is to be taken.
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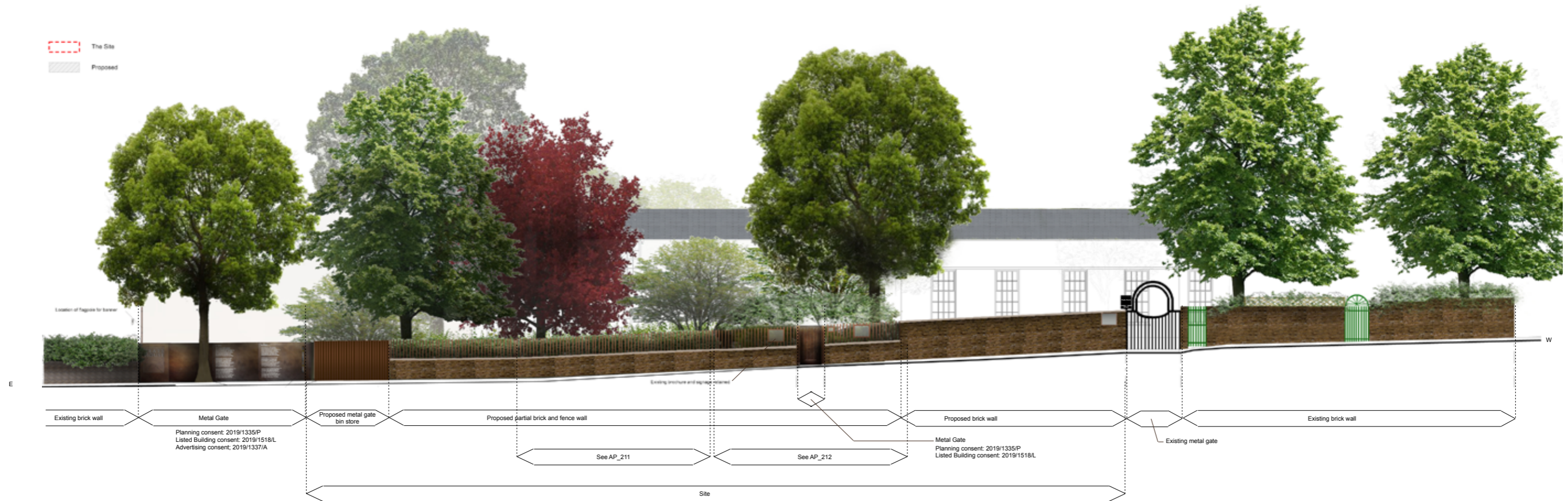


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