



Keats House Consultative Committee

Date: FRIDAY, 28 OCTOBER 2022

Time: 2.30 pm

Venue: KEATS HOUSE

Members:

Wendy Hyde (Chair)	John Foley
Munsur Ali	John Griffiths
Stephen Ainger (St Albans Road Residents Association)	Frances Leach
Steven Bobasch (Keats Community Library)	Alexandra Lavery (Heath & Hampstead Society)
Jim Burge (Heath Hurst Road Residents' Association)	Nicholas Roe (Keats Foundation)

Enquiries: Ben Dunleavy
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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 July 2022.

For Decision
(Pages 3 - 4)

4. **UPDATE REPORT FOR KEATS HOUSE CHARITY, APRIL - SEPTEMBER 2022**

Report of the Executive Director, Environment.

For Discussion
(Pages 5 - 28)

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**

KEATS HOUSE CONSULTATIVE COMMITTEE

Friday, 15 July 2022

Minutes of the meeting of the Keats House Consultative Committee held at Keats House on Friday, 15 July 2022 at 2.30 pm

Present

Members:

Wendy Hyde (Chair)
Stephen Ainger
Steven Bobasch

John Foley
Frances Leach
Jason Groves

In Attendance

Officers:

Ben Dunleavy
Stefania Horne
Paul Vick

- Town Clerk's Department
- Environment Department
- Paul Vick Architects (external)

1. APOLOGIES

Apologies for absence were received from John Griffiths.

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

There were none.

3. MINUTES

The minutes of the meeting held on 1 October 2021 were agreed as a correct record.

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

Members received a report of the Executive Director, Environment, providing an update on Keats House for 2021/22 and 2022/23 and providing the proposals for the front boundary of 10 Keats Grove.

Paul Vick of Paul Vick Architects, the firm working on the proposals for the front boundary of 10 Keats Grove, was in attendance and provided Members with a presentation on the proposals.

A Member raised the recent news that Keats had been removed from the national curriculum, and asked what impact this might have on rebuilding audiences for Keats House. Officers replied that Keats House retained substantial opportunities to develop audiences through working with schools.

In response to a question from a Member, Officers confirmed that while Keats House did not have a dedicated social media officer, the Principal Curator oversaw a team effort in developing the social media output and worked closely with the City of London Corporation comms team. The Member suggested that officers look at collaborating with content creators on platforms such as TikTok to reach a wider and more diverse audience.

A Member asked what the impact of proposed work on the front boundary of 10 Keats Grove would be on the biodiversity of the garden. Officers replied that the City Corporation has a dedicated team to manage gardens and biodiversity, who would be involved to ensure the correct protections are being made.

A Member asked if there was a target period to return to pre-pandemic opening times. Officers said that there was still uncertainty in the sector around audience responses to the coronavirus situation, and to what the situation might be in autumn and winter. They said that the leisure industry is predicting that it will take two-to-three years for the sector to recover. Keats House was also carrying staff vacancies which restricted what it could do in terms of opening hours. The Chair requested that the Committee be kept updated on opening hours.

A Member said that the Principal Curator had been heroic in his efforts at keeping Keats House functioning.

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

A Member, representing Keats Community Library, provided Members with an update on the activities of the Library.

6. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

7. DATE AND LOCATION OF THE NEXT MEETING

Members noted that the next meeting would take place on Friday 28 October.

The meeting ended at 4.07 pm

Chairman

Contact Officer: Ben Dunleavy
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Committee(s): Keats House Consultative Committee	Date(s): 28/10/2022
Subject: Update Report for Keats House Charity, April – September 2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 7, 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.

Presented at Appendix 1 for information and discussion is the draft mid-year report on activities at Keats House between April and September 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.

Members are asked to note the achievements at Keats House in rebuilding its services and programmes and the extent to which it delivers the objectives of the charity and contributes to Corporate, Departmental and wider outcomes.

Recommendations

It is recommended that:

- Members note Keats House's achievements in the first half of 2022/23, as outlined below and described 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 Corporate strategies, the

Environment Department's primary and supporting aims and objectives, and the objectives of the Keats House Charity.

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 update included at Appendix 1 forms the basis of the draft report for 2022/23, including activities from April to September 2022. This mid-year update will be presented for information, to Members of the Culture, Heritage & Libraries Committee at their meeting on 14 November 2022, along with the minutes of this meeting.
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 celebrates the previous year's achievements and identifies priorities for the current year. The Keats House Divisional Plan, updated for end of September 2022, is presented at Appendix 2 and the Keats House Activities Plan 2022/23 is presented at Appendix 3.
4. In addition to rebuilding its core services (opening to the public, delivering learning sessions, live events and special projects), Keats House is prioritising 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. Proposals for the new boundary wall are ready to be submitted to London Borough of Camden for planning consent. The new Collections Management System has been procured, and its implementation, development and launch are ongoing priorities for the current year. We are working to progress these major projects in 2022/23 and 2023/24.
5. Despite some of the continued difficulties faced in the aftermath of the pandemic, Keats House is rebuilding its core services, growing its income and contributing to a range of Corporate and sector outcomes. It continues to work with internal and external partners to deliver creative and engaging programmes which contribute to individual and community cultural engagement and learning, wellbeing and community cohesion.

6. Over the next three years, Keats House has the opportunity to demonstrate how it can realise the potential of the City Corporation's Target Operating Model and any recommendations arising from the Charities and Governance Reviews to fully recover from the impacts of the COVID-19 pandemic, rebuild and grow its services and audiences and again achieve full Museum Accreditation. This award would validate the work it does to care for and make accessible Keats House and its collections, for the benefit of London and the nation.

Current Position

7. 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.
8. In April 2022, Keats House was open to the public on Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 4pm. From May 2022, Wednesdays were added to the public opening days and the afternoon session was extended until 5pm. School visits, live events and private hires all continued to grow between April and September 2022, supporting the rebuilding of our audiences and income streams in the first full year of recovery following the pandemic.
9. These opening hours will be maintained until the end of October, when the public opening times will revert to Thursday, Friday and Sunday, 11am – 1pm and 2 – 4pm from November until February 2023. This small reduction will have little impact on our overall visitors during this period while enabling officers to develop and deliver priority projects, including the physical access improvements, development of the online collections catalogue and policy development which will all drive future visits. During this period school sessions, group visits, evening events and private hires will continue to be supported on days we are closed to the public.
10. During the first half of 2022/23, Keats House launched its 'Keats Inspired' exhibition and associated live events programme, accompanied and promoted by a newly designed visitor guide, special displays featuring rarely seen items from our collections and a social media campaign. We also worked with and partner organisations and colleagues to support two major conferences, an ongoing doctoral research student placement, four local community events for Hampstead Summer Festival, loans of artwork and image licencing, and the display of the 'Green City' outdoor exhibition on Hampstead Heath and Epping Forest.
11. The overarching theme of our public programming in 2022/23 is #KeatsInspired, comprising the exhibition, events programme and special projects, all promoted and supported by our social media and online outputs.
12. Keats House are currently planning their programme for next year, including a partnership project funded by Cardiff University which will result in our major exhibition for 2023: 'Young Romantics in the City'. We have also registered our interest and will be putting together a partnership funding bid for Art Fund's 'The Great Escape' project, which will culminate for Earth Day 2023. We are also preparing the content for the launch of our online collections database, planned

for spring 2023, and continuing to review and revise our policies and processes to ensure we are ready for our Museum Accreditation submission, now expected in 2024.

13. The number of private hires has increased, with ten hires between April and September (up from two in the same period last year) which has realised 34% of the annual income target for hire of facilities.
14. The licence for Keats Community Library (KCL) to operate from Ten Keats Grove expired on 19 April 2020. The City Surveyor and Principal Curator have held discussions with KCL Trustees to inform options for the future, which will be taken to Members following any recommendations from the City Corporation's Charities Review. An inflationary increase to the current licence arrangements is being considered for 2022/23.
15. We continue to work with the City Surveyors to schedule works to maintain, preserve and enhance the Grade 1 listed house and garden and the Grade II listed Ten Keats Grove (library building). Reactive works and cyclical projects to improve the safety, security and appearance of both buildings are ongoing and scheduled to take place in 2022/23, pending approval of any required consents.
16. The Principal Curator and City Surveyors also continue to work with Paul Vick Architects and London Borough of Camden's Planning Department to improve physical access and enhance the appearance of the entire site, which is situated within the Hampstead Conservation Area. The already approved designs for the new pathways, with access lighting are being costed to inform an application to LB Camden's Community Infrastructure Levy (CIL) programme. The related proposal to replace the current dilapidated, wooden boundary fence on Keats Grove with a dual-height brick wall with metal fencing over as previously seen by this Committee, are now ready to be submitted to London Borough of Camden for the required approvals to proceed.
17. As well as providing public access and engagement at Keats House, officers are currently working to deliver the priority projects outlined in the Keats House Divisional and Activities Plans (see Appendix 2 and 3).

Proposals

18. 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.

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 activities of Keats House are designed to contribute to the aims and outcomes of the City Corporation's Education, Creative Learning and Skills Strategies.
21. 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 and contribute to the outcomes identified in the new Natural Environment Division's emerging strategic framework.

Conclusion

22. Keats House is open to the public and is again providing its core offer of self-led and guided visits, with formal learning sessions and opportunities for life-long learning and engagement with arts and culture.
23. The 'Keats Inspired' exhibition and events programme for 2022/23 has been launched and is driving a growing events programme which in turn is helping rebuild our audiences.
24. A number of delayed projects designed to increase physical and virtual access to Keats House and its collections, are being 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 achievement of Museum Accreditation, lead towards the 100th anniversary of the opening of the house to the public in 2025 and, in the longer-term, a sustainable future for the Keats House Charity.

Appendices

- Appendix 1 – [Draft] Annual Report for Keats House Charity 2022/23, including activities from April – September
- Appendix 2 – Keats House Divisional Plan 2022-25, October 2022 update
- Appendix 3 – Keats House Activities Plan 2022/23

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Appendix 1 – [Draft] Annual Report for Keats House Charity 2022/23, updated for the period April – September 2022

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 Corporation's Education, Cultural & Creative Learning and Skills Strategies 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 2022/23 (updated to include activities from April – September 2022):

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

In April 2022, Keats House was open to the public on Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 4pm. From w/b 2 May this was increased to Wednesdays, Thursdays, Fridays and Sundays, 11am – 1pm and 2 – 5pm.

Our new 'Keats Inspired' exhibition opened to the public on 11 May. The exhibition, which is on display until 2023, looks at the individuals and movements which influenced Keats to become a poet and how he and the other Romantic poets have inspired art and culture through to the present day. From July, the exhibition was enhanced by new displays in Keats's and Charles Brown's parlours, celebrating the lives and afterlives of Percy and Mary Shelley. A number of rarely seen items from our collections, including the previously unseen manuscript of 'The Heir of Mondolfo' by Mary Shelley, were put on display with support from our colleagues at London Metropolitan

Archives (LMA), with whom we work closely to care for and research our collections and make them accessible, both physically and intellectually and in person and online.

A #KeatsInspired live events programme to support the themes of the exhibition was delivered between April and September, with 15 different events and two major conferences attended by a total of 618 people. Highlights of the spring / summer programme included: a flower-pressing workshop by former artist in residence Elaine Duigenan for London Craft Week; the return after a two-year hiatus of the Keats Foundation Conference; a performance of Keats's and Shelley's work by actor Julian Sands; a special two-day conference on the bicentenary of Shelley's death, organised in partnership with the British Association of Romantic Studies; a two-day 'Poetry and Nature' creative writing workshop delivered by City Lit; and book launches in partnership with Arachne Press, who are celebrating ten years of independent publishing in 2022. The beginning of our autumn events programme continued on the same themes, with the return of our free creative workshops for families, Keats House again opening for free on Sunday 11 September as part of London Open House Festival, when 237 people attended, and the return of former Keats House poet in residence John Hegley, to perform poems from his new book 'A Scarcity of Biscuit', in partnership with Speaking Volumes. We have a strong #KeatsInspired programme for autumn / winter 2022/23 and have already begun planning our major exhibition and events programme for spring / summer 2023, with funding and research support from Cardiff University.

As well as our own programme, Keats House officers supported the work of partner and stakeholder organisations, through a number of projects and initiatives, including: four events in Keats House garden for Hampstead Summer Festival 2022; the loan of four artworks for display in Guildhall Art Gallery's 'Inspired' exhibition; and working with colleagues at LMA to display their 'Green City' outdoor exhibition at Hampstead Heath in August and Epping Forest in September.

Social media continues to be an important method of engaging audiences with our collections and promoting events. By September 2022, Keats House had 6,896 followers on Twitter (+2% on March 2022), 4,137 on Facebook (+3%), and 3,077 on Instagram (+10%). Our #KeatsInspired social media campaign and project to publish online the Fanny Brawn to Fanny Keats letters on the 200th anniversary of them being written regularly attracts positive social media activity and engagement in the form of likes, shares and re-posts.

Delivering poetry and creative writing sessions for schools is a core part of our work, supporting teachers and students in formal education as well as contributing to a number of strategic outcomes. Between April and September 2022, our part-time learning officer delivered 12 taught sessions, to primary and secondary school groups and one university group, with a total of 74 primary, 183 secondary and 11 HE students, plus a further 39 accompanying adults, taking part. An online professional development session was delivered to a further 10 teachers.

In June, we worked with our Techne lead partner organisation Roehampton University, to deliver a 'Keats and the Classics' session aimed at students with Special Education Needs and Disability (SEND): Keats and the Classics. The session, run over a full day with a small group from New River College, was very successful, and we hope to arrange similar events in the future. In July, the eleventh Keats House Creative Writing summer school took place in person at Keats House, with workshops by Daljit Nagra and novelist Louise Carey. 29 students from 7 London secondary schools took part, leading to a total of 98 instances of engagement over the four days. The week produced some very strong writing, some of which will be presented in an online anthology to be sent to the participating schools and students at the start of next term.

We also continue to collaborate with 'Poetry Versus Colonialism' to explore and reveal the, often hidden, histories of objects in the house, as stimulus for students' creative writing and to present a more rounded interpretation of objects in our collections and the stories they can tell.

A dedicated core team of volunteers continue their enthusiastic support for Keats House through two main programmes: volunteer tours for visitors to Keats House, which take place on most afternoons we are open to the public; and support for our live events programme, principally through 'Afternoon Poems', free themed poetry readings on the second Sunday of most months. In addition, one under-graduate volunteer gave most of her summer vacation to volunteering front of house, welcoming visitors to the house and volunteers assisted with the delivery of several events, including Open House Festival. In total, 12 individuals have provided over 430 volunteer hours supporting activities at Keats House between April and September 2022. 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, resulting in new insights and interpretations of our collections. At this stage in their research, regular access to our collections at LMA is a necessary requirement and the active support of our colleagues at LMA has been instrumental in facilitating this.

Between 1 April and 30 September 2022, Keats House opened to the public on 95 days, with a total of 3,283 recorded visits to the house during that period. For comparison, 7,708 people visited Keats House between April and September 2019 and 1,139 in the same period in 2021, when the house was only open on 44 days between May and September. The number of people visiting Keats House is therefore 43% of pre-pandemic levels but almost three-times the numbers visiting in the spring and summer of 2021, when restrictions were still partly in place.

Income from admissions, shop sales and private hires has risen along with the increase in numbers visiting the house and booking in-person events. It has not yet been possible to achieve the levels of income previously derived from admissions, shop sales, events hires or events prior to the pandemic, although it is anticipated that a full recovery will be achieved by 2024/25. In addition, Keats Community Library (KCL) have yet to be invoiced for their use of Ten Keats Grove in the period April – September 2022, pending approval of the fee payable for 2022/23.

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 to date in 2022/23 under Keats House's premises licence. 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. Complimentary drinks were also served at a small number of private events, including the two conferences referred to above, although these did not involve the sale of alcohol they are reported here for completeness. The Premises Licence for 10 Keats Grove was renewed for the period to 11 September 2023 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. 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 costed by the City Surveyor's Department to inform an application for funding from that source.

Planning and listed building consent were also granted for the proposed new visitor entrance, the funding for which has 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 have been finalised and are ready for submission to the London Borough of Camden to obtain the required planning and listed building consents.

The gardens, which form an integral and much-loved aspect of the heritage site, continue to be maintained by a dedicated team of 'Heath Hands'

volunteers working with officers from the Golders Hill Park team. The black mulberry tree was one of 70 ancient trees and 70 woodlands dedicated to The Queen's Green Canopy, with a plaque installed to mark this.

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 an Activities Plan for 2022/23 has been produced to outline our current work programmes (see Appendix 3), the development of a detailed 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 and the implementation of Phase 2 of the City Corporation's Target Operating Model in the Environment Department. The Divisional Plan, which is for a three-year rolling period, has been updated for 2022/23 (see Appendix 2) 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 as part of any future Museum Accreditation return, now expected in 2024.

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.** April – September 2022 = 3,282 [2021/22 like-for-like comparison = 1,139; end of year outturn = 2,575.]
2. **Improve Visit England Annual Quality Attraction Assessment Scheme score at Keats House.** 2022/23 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 continuing in 2022/23 with c.20% achieved to date, the net budget position will be met at year end.

Keats House Divisional Plan 2022-25 (October 2022 update)					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
KH1	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.	October '22; April '23.	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"> • New ways of pre-booking and cashless payments retained as offer efficiencies and savings. • Increase in visitor numbers, admissions and sales income and events and private hire offer compared to 2021/22. • Reductions in staff costs and some operating costs continue to offset any reduction in income from admissions, sales and private hire during COVID-19 recovery, 2022-25. • TOM Phase 2 (spring / summer 2022) is opportunity to review business model and priorities.
KH2	Deliver Efficiencies and Savings Identify customer service priorities and efficiencies to deliver savings required.	Quarterly monitoring: July, October 2022 and January, April '23.	Outcome A Priority 3 Outcome D Priority 10	Contribute to a flourishing society Support a thriving economy	<ul style="list-style-type: none"> • As at October '22, budgets are on target to meet end of year net target. • Reductions in expenditure to meet budgets available. • Charitable Reserves, donations and external

Keats House Divisional Plan 2022-25 (October 2022 update)					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
					funding streams identified for delivery of priority development projects and activities.
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.	April – October 2022.	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"> Environment Department have implemented TOM Phase 1, resulting in creation of Natural Environment Division. TOM Phase 2, which includes Keats House, has now been deferred to autumn / winter 2022/23 and is opportunity to review business model and priorities.
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"> 2022/23 targets set by May 2022 and mid-year conversations completed in October. Small number of new casual staff enrolled to cover casual leavers and vacant roles in team. Mandatory and professional development training needs to be reviewed and supported, especially where linked to

Keats House Divisional Plan 2022-25 (October 2022 update)					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
					roles, to inform TOM Phase 2.
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; Collections Documentation Plan; Audience Development Plan; Marketing and Fundraising Plan.	Divisional Plan 2022-25 and Activities Plan, 2022/23 updates, to KHCC / CHLC in spring 2022. Policies to support Accreditation for approval by CHL in summer / autumn 2022, prior to Accreditation submission expected from autumn 2022.	Outcome A Priority 2 & 3 Outcome B Priority 4 Outcome C Priority 5 & 6 Outcome D Priority 10	Contribute to a flourishing society Support a thriving economy Shape outstanding environments	<ul style="list-style-type: none"> Mid-year update on achievements at Keats House prepared for Keats House Consultative (28/11/22) and Culture, Heritage & Libraries (14/11/22) Committees. Awaiting formal invitation from ACE to resubmit an Accreditation return, now expected for 2024. Required policies placed on forward plan for CHL Committee meetings in 2022, including Keats House Collections Development Policy for CHL on 14/11/22.
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.	Completion of garden works as approved by March 2023. Consult on and submit proposals for	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"> Package of works for garden works sent to City Surveyors for costing. Application for LB Camden CIL funding to deliver garden works pending above.

Keats House Divisional Plan 2022-25 (October 2022 update)					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
		replacement of front boundary in spring / summer 2022. New visitor entrance and front boundary delivered in 2023/24.			<ul style="list-style-type: none"> Proposals for the replacement of front boundary have been updated following stakeholder consultation via local meetings / KHCC and CHL in spring / summer 2022. Ready to be submitted to LB Camden for required consents.
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 of CollectionsIndex+ completed and kickstart meeting with the supplier completed and outline project plan agreed. Implementation of CollectionsIndex+, subject to final approval by IT.
KH8	Deliver Keats200 legacy and 100th Anniversary of Keats House Charity projects , including: digitisation of collections, partnership research	Ongoing from April 2022 – 2025.	Outcome A Priority 3 Outcome B Priority 4	Contribute to a flourishing society	<ul style="list-style-type: none"> Fanny Brawne to Fanny Keats letters project ongoing, with all letters published online to date;

Keats House Divisional Plan 2022-25 (October 2022 update)					
Ref	Project Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Outcomes	Notes on progress
	projects and public engagement projects.		Outcome C Priority 5 & 6 Outcome D Priority 7 & 9	Support a thriving economy	<ul style="list-style-type: none"> • 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 secured from Cardiff University for 'Young Romantics in the City' exhibition and events in 2023. • Application for 'The Great Escape' funding from the Art Fund pending. • Other developmental projects to be determined.

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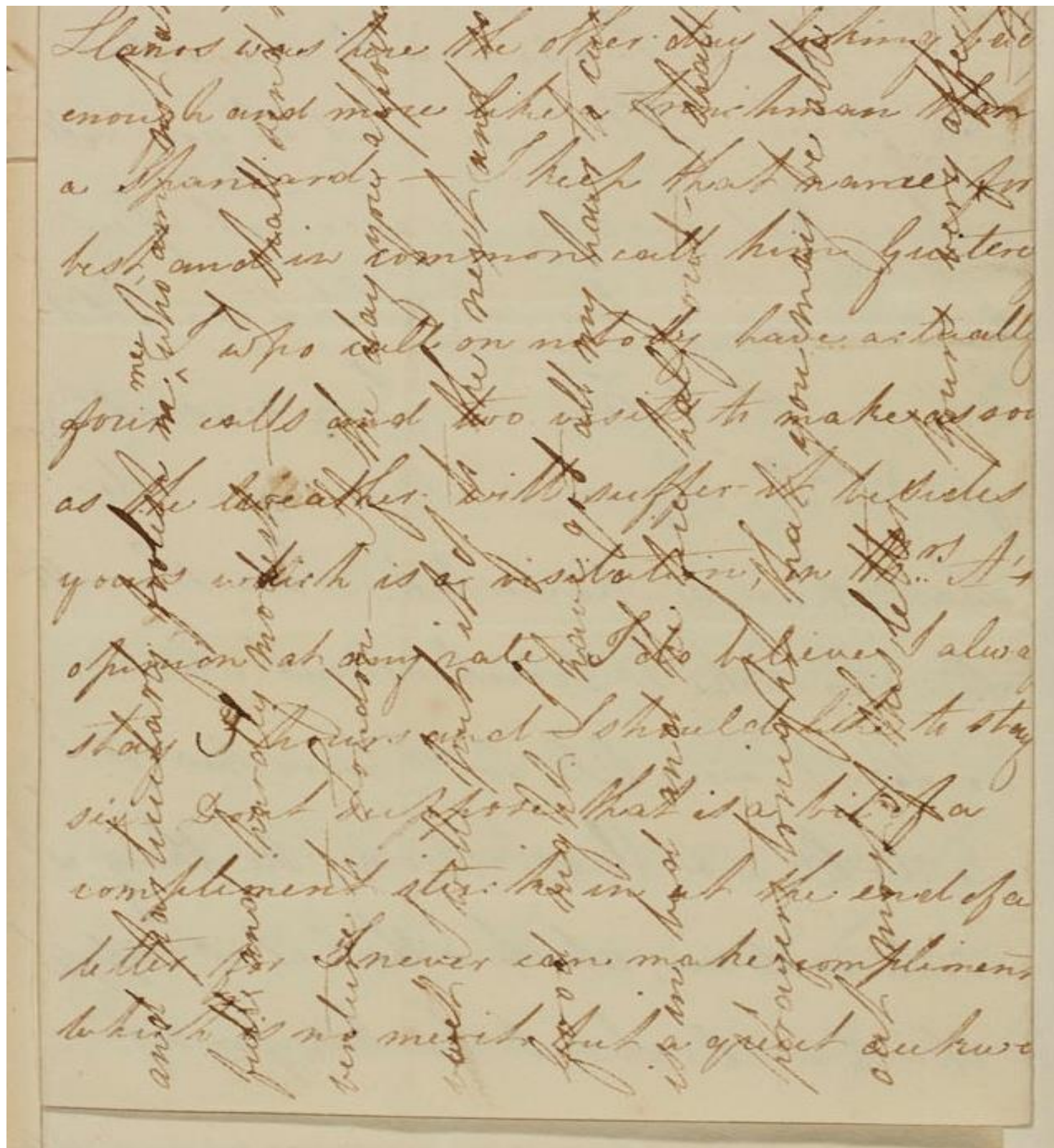


Image: Fanny Brawne's letter to Fanny Keats, written between 17 November and 12 December 1821, page 4, showing cross-hatched writing.
Image courtesy of Keats House, City of London Corporation. K/MS/02/049.

Keats House 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