

Registered Company Number: 04484943  
Registered Charity Number: 1095210

## Trustees' Report and Financial Statements for the year ended 31 December 2020



Left: proposed café at the Quentin Blake Centre for Illustration © Tim Ronalds Architects  
Right: Engine House and Coal Stores at New River Head © Justin Piperger

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## Chair's introduction

In the pages that follow we record and celebrate the huge range and breadth of activities undertaken by the charity amidst a global pandemic and while developing a new national centre for illustration.

House of Illustration was founded twenty years ago as a seed sown by one of Britain's best-loved artists, Sir Quentin Blake, with a vision for a place where illustration could be explored in all its diversity. We grew a thriving public exhibitions and learning offer, operating from rented galleries in Granary Square, Kings Cross. Then in 2019 we secured an extraordinary industrial heritage site in Clerkenwell, inaccessible to the public for almost seventy years. New River Head will become our permanent home, the Quentin Blake Centre for Illustration: a place where generations of curious visitors, art-lovers, illustrators, families and schoolchildren will come to explore and be inspired.



Left: New River Head © Justin Piperger; right: We've Got You, Postal Poetry © Merlin Evans

In April, after the building was forced to close due to the Covid-19 pandemic, the Trustees took the decision not to reopen the Granary Square site, concluding that it would not be viable to operate it under social distancing restrictions. The team worked quickly and imaginatively to pivot programmes online and provide creative activities for home-learners, care home residents and food bank users. At the same time they continued working with Tim Ronalds Architects, appointed after an international architectural competition just before the pandemic, on their thoughtful scheme for the new Centre.

This was a challenging year for the staff team and, sadly, we said goodbye to several dedicated staff members. I should like to thank them and also acknowledge the hugely important role played by our committed team of volunteers at Granary Square.

Having steered House of Illustration through its six years at Granary Square and having secured New River Head, our Director Colin McKenzie stood down in April. I and my fellow Trustees would like to thank and congratulate Colin on his achievements and wish him well for the future. I would also like to thank Olivia Ahmad who ably led the organisation through the uncertain summer and autumn months, and remains our inspiring Artistic Director.

We are delighted to have recruited Lindsey Glen, an experienced arts professional and enthusiast for illustration, to lead the organisation through this next phase.

The support and commitment of the Board has been crucial through the past 12 months. We were delighted to welcome three new Trustees: Peter Barron, Sam Colt and Joy Yamusangie.



We continue to rely on the great generosity of our supporters. In particular I would like to thank Sir Quentin Blake, who further extended his generosity through a donation of 200 drawings auctioned at Christie's, and the Architectural Heritage Fund who have provided working capital to sustain the charity while planning for the new Centre is underway.

To all our supporters, partners and friends I would like to express my thanks; with the exciting and ambitious plans we now have, we will rely on these important relationships even more in the year ahead.

John Kampfner  
Chair

A handwritten signature in black ink, appearing to read 'John Kampfner', written in a cursive style.

Sunshine Travellers © Quentin Blake, from *200 Drawings*

## Report of the Trustees

The Trustees (who are also directors of the charity for the purpose of the Companies Act) present their annual report together with the financial statements of House of Illustration (the company and group) for the year that ended on 31 December 2020. The Trustees confirm that the annual report and financial statements of the company and the group comply with the current statutory requirements, the requirements of the company and the group's governing document and the provisions of the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP, which is applicable to charities preparing their accounts in accordance with FRS 102.

## Vision, mission and values

Illustration is fundamental to human communication, progress and understanding. It tells stories, propels activism and conveys life-saving information.

House of Illustration is the UK's first and only cultural organisation dedicated to illustration.

Our vision is a world in which:

- Everyone can communicate through illustration
- Everyone can explore and challenge the imagery around them
- Everyone can use illustration to examine the way we live and work, past, present and future

To achieve this we:

- *Champion* – we find, share and support the development of original, diverse and innovative illustration and illustrators
- *Connect* – we draw people with different backgrounds, ages and interests to the visual arts via illustration's connections to literature, socio-political themes, curriculum learning and hobbies
- *Unlock* – we provide people, especially those who are young and/or marginalised by society, with tools to share stories and ideas and explore heritage through illustration
- *Strengthen* – we take steps to safeguard our future and grow our impact

Our actions and behaviours are underpinned by:

- Curiosity
- Compassion
- Equality



- Relevance
- Rigour



Left: Arts4Dementia workshop © Jon Holloway; right: BSL family workshop © Rob Harris

When we are true to our values:

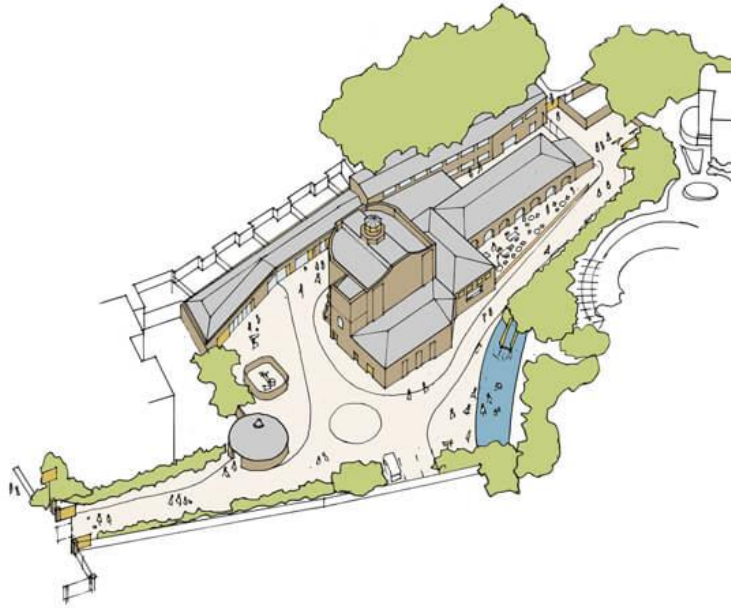
- We are imaginative and unafraid to think and do things differently
- We have a positive impact on others and on the world around us
- We meet people on their terms, design activities with them, value their enjoyment and support their growth
- Everyone knows they belong and feels our organisation belongs to them

## From Granary Square to New River Head

From 2014 until March 2020, House of Illustration ran its first public space from rented premises in Granary Square, Kings Cross. This enabled us to test public appetite for our exhibitions, events and education programmes, attracting 1m visitors and growing our work with illustrators, schools and communities.

In 2019, with the support of founder Sir Quentin Blake, House of Illustration purchased the lease for New River Head, a complex of disused 18<sup>th</sup> and 19<sup>th</sup> century heritage buildings in Clerkenwell set within half an acre of land. New River Head will be developed into the Quentin Blake Centre for Illustration, offering several gallery spaces, a dedicated learning studio and a café, shop and gardens.

House of Illustration ceased its activities at Granary Square at the outset of the Covid-19 pandemic in March 2020. However, the charity has continued to tour exhibitions and develop its learning and participation programmes off-site and online while developing plans for the new Centre.



Plans for the Quentin Blake Centre for Illustration © Tim Ronalds Architects

## Exhibiting exciting and original practice

### Exhibitions

Our programme at Granary Square up to 16 March comprised the following four exhibitions, two in our Main Galleries and two in the smaller South Gallery, as well as a rotating display of Quentin Blake's work in the Quentin Blake Gallery.

#### Designed in Cuba: Cold War Graphics

27 September 2019 – 19 January 2020

The UK's first major exhibition of graphic design from Cuba's 'golden age', focused on a previously unseen private collection of original work produced by the Organisation of Solidarity of the People of Africa, Asia and Latin America from the 1960s to the 1990s, and incorporated original research carried out in Havana.

The exhibition attracted 11,392 visitors, and was our second most popular exhibition to date (the most popular being *Gerald Scarfe: Stage and Screen* in 2018). The exhibition received broad national and international press coverage, with features from BBC UK, Africa and Indonesia, *Financial Times*, *The Observer* and *The Times*, among many others.



Designed in Cuba: Cold War Graphics © Paul Grover

### Selected press comments

"Brilliantly designed and hard-hitting... Fantastic exhibition, a must-see. ★★★★★"  
Londonist

"Remarkable... Psychedelic, astonishing, five stars. ★★★★★" *Time Out*

"A fascinating visual snapshot of Cuba's communist history." Creative Review

### George Him: A Polish Designer for Midcentury Britain

31 January-15 March 2020

This exhibition drew together loans from ten public and private collections, including the Jewish Historical Museum in Amsterdam and the Coca Cola Archive in Atlanta. Covering six decades of the influential Polish-Jewish émigré designer's work, it included visual merchandising, public health campaigns and branding for clients such as the Ministry of Food, Schweppes and El Al. The exhibition was cut short due to the pandemic and was open for only seven weeks, receiving 3,803 visitors. Press coverage included *Monocle*, *The Times* and *The Guardian*.





George Him: A Polish Designer for Mid-Century Britain © Paul Grover

### Selected press comments

"A delightful retrospective. ★★★★★" *Morning Star*

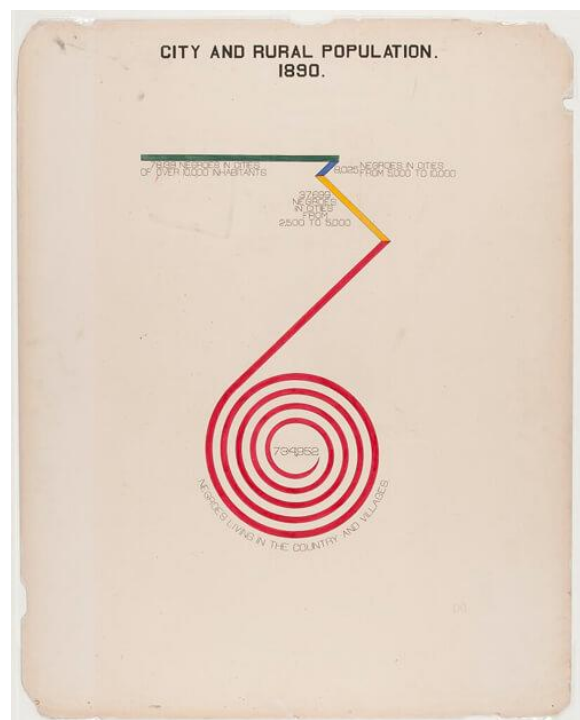
"He has never been as celebrated as his contemporaries... House of Illustration will correct that record." *World of Interiors*

## W.E.B. Du Bois: Charting Black Lives

8 November 2019 – 1 March 2020

The UK's first exhibition of the pioneering infographics produced by one of the most important Black activists and intellectuals of the 20<sup>th</sup> century. *Charting Black Lives* used digitized material from the US Library of Congress to create a facsimile of Du Bois' groundbreaking installation for the 1900 Paris Exposition.

The exhibition attracted 744 visitors in its closing week alone – the most we have ever welcomed for a closing week of an exhibition in our smaller South Gallery space. It received wide and favourable press coverage, including features in *Dazed*, *Design Week* and *The Guardian*.



## Selected press comments

City and Rural Population, 1890, W. E. B. Du Bois

"Utterly compelling." *New Scientist*.  
"Quite unbearably moving." *Spectator*

## Tom of Finland: Love and Liberation

6-15 March 2020

This exhibition was produced in collaboration with the Tom of Finland Foundation in Los Angeles. It comprised 70 drawings from the Foundation's collection, many never seen in public before, telling the story of Tom of Finland's work and its relationship to gay liberation movements and the decriminalisation of homosexuality. Although the exhibition was open for only nine days due to the pandemic, more than 1,000 people visited in its opening week, and the exhibition had broader press coverage than any of our previous smaller-scale South Gallery exhibitions, including features in LGBT outlets nationally. Coverage included articles in *Attitude*, BBC Culture and the *Evening Standard*.

## Selected press comments

"An artist who gives filth a good name." *The Guardian*.  
"A fitting tribute to a true pioneer." *The Face*

## Tom of Finland events

During our pandemic-induced closure we delivered three online Tom of Finland events: a virtual private view for the public, a virtual private view for Knowledge Quarter partners and a panel talk, 'Freedom of Sexpression: Pride, Comics and Tom of Finland', to coincide with what would have been Pride weekend in London, with 90% of attendees rating it good or excellent. The events received an honourable mention as part of Time Out's 'Time In Awards' under the category of 'Best digital art experiences'. Two were recorded and remain available on the House of Illustration website, with the 'Freedom of Sexpression' recording attracting almost 3,500 views.



## Selected feedback

Untitled from *Sex on the Train*, 1974  
© Tom of Finland Foundation

"Thanks for a really fascinating talk and for platforming Tom of Finland in this way."

"It was very interesting and ended on a beautiful note. Also I'm so happy I got to see it, being in Portugal... I would not have been able to go to the exhibition or the talk."

## Touring exhibitions

In the first quarter of the year, two of our exhibitions were on display at UK touring venues.

*Gerald Scarfe: Stage and Screen* was shown at Aberyswyth Arts Centre (12 January – 11 March 2020), reaching 6,507 visitors, well above the venue's expectations. The variety of work in the exhibition, which included both 2D and 3D objects and works for Disney and Pink Floyd, contributed to the excellent visitor feedback from across the tour.



Still from 'Rocket Man' music video © Majid Adin,  
Stephen McNally, Elton John, from *Journeys  
Drawn: Illustration from the Refugee Crisis*

*Journeys Drawn: Illustration from the Refugee Crisis* toured to Peterborough Museum and Art Gallery (10 October 2019 – 10 January 2020). Audience Agency research showed that over 90% of visitors agreed or strongly agreed that visiting the exhibition deepened their understanding of and helped them empathise with refugee experiences, and that the use of the specific medium of illustration gave them a different or new perspective as it communicated the situation in a relatable way.

Due to the pandemic, scheduled touring exhibitions between March and August were postponed to slots in 2021 and 2022, with only one cancellation of a showing of our *The BFG in Pictures: Reproductions* exhibition, despite extreme uncertainty over future programming and budgets. *The BFG in Pictures* tour is restarting in November 2021 with eight further venues booked or rescheduled before the tour finishes in 2023.



*All the Year Round* © Quentin Blake

Our *Quentin Blake and John Yeoman: 50 Years of Children's Books* exhibition was shown at The Base in Newbury between the first and second lockdown (18 September – 6 December 2020). A new venue in a former industrial site, The Base had to operate at reduced capacity due to social distancing regulations but was pleased to reach 771 new visitors despite this.

## Public programme

We delivered a sold-out Sketchmeet event to 60 participants in February. It was guest-hosted by Anna Mill, winner of the overall prize in the AOI's World Illustration Awards 2019. We also delivered two First Friday events in February and March 2020 as part of our late opening pilot programme.



Sketchmeet © Paul Clarke

## What's next?

We will continue to deliver exhibitions in collaboration with partners in the UK and overseas, with exhibitions including *Quentin Blake and John Yeoman: 50 Years of Children's Books* at Derby Museum and Art Gallery, *Raymond Briggs: A Retrospective* at Winchester Discovery Centre and *W. E. B. Du Bois: Charting Black Lives* at Illustration Embassy in the Netherlands.

We will develop a new exhibition for tour, *Quentin Blake: Illustrating Verse*, drawn from the Quentin Blake Archive and produce another in collaboration with an emerging artist, venue partners and their audiences.

With the Quentin Blake Centre for Illustration set to open in 2023, we will now begin developing research and partnerships for its opening exhibitions programme. This will include a permanent installation of work from the Quentin Blake Archive, a changing programme of exhibitions on historic illustration and newly commissioned work.



The programme will include exhibitions that were initially developed for Granary Square, but cancelled due to the pandemic: *Illustrating Justice*, a look at 200 years of the role of illustration in the criminal justice system, and *Raymond Briggs: A Retrospective*, the first retrospective of the illustrator and graphic novelist. This work will be supported and challenged by a new Artistic Programme Advisory Panel, made up of people with a range of lived experiences and expertise in illustration, curation and heritage.



Ethel & Ernest © Raymond Briggs

We will also produce a new online platform that will be the first collections-led digital resource for illustration. We will bring together inaccessible works in private and institutional collections in order to create the first online hub for the study of illustration through collections. It will ensure that the same level of online collections access exists for illustration as already exists for other visual art fields. This resource will also enable us to make our research for temporary exhibitions accessible to the public on a long-term basis.

We are exploring the possibility of delivering further online public programme events such as talks and panel discussions in 2021 and beyond during our closed period.

We will develop our understanding of the history of New River Head and the New River and its stakeholders, in order to plan and deliver a compelling illustration-led heritage offer for a range of audiences at the Quentin Blake Centre for Illustration.

We will develop a set of programming principles for the new Centre that set out how we will meet our commitment to equality, diversity, inclusion and representation. We will ensure that the artists we exhibit, both at New River Head and on our digital platforms, are representative of wider society and foreground illustrators from backgrounds underrepresented in the published histories of illustration and in the current illustration industry.



## Nurturing talent, innovation and diversity

### Commissions and residencies

Our sixth annual Illustrator in Residence, Peony Gent, completed her research project in March 2020. Inspired by House of Illustration's then-location in King's Cross, Gent created observational drawings, poetry and comics that memorialise fleeting everyday encounters and advocate for the importance of everyday experiences in placemaking.

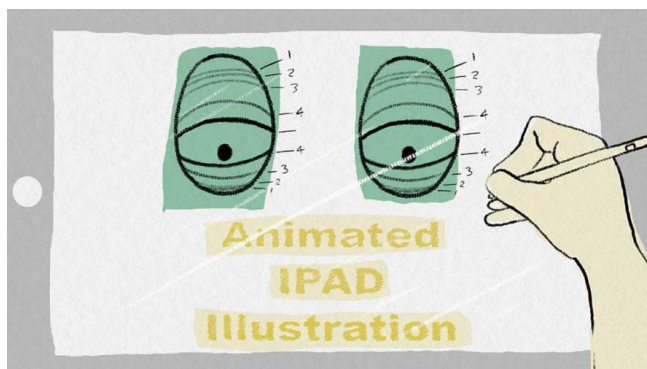
Our planned showcase of this work at Granary Square in summer 2020 was not able to go ahead, however we plan to display it in an outdoor exhibition in collaboration with King's Cross in 2021.



Caledonian Road © Peony Gent

### Courses and masterclasses

From January to March 2020 we delivered four masterclasses on mental health, graphic novels, storyboarding and iPad animation, each attended by 20 participants. We also delivered four short courses at Granary Square focused on drawing, painting and picture books, each attended by 15 participants. These were rated as good or excellent by 100% of attendees.



iPad Animation © Shaun Clark

### Selected feedback

"The teacher was fabulous and his approach was fantastic – very easy to understand and also challenging enough to feel that we learnt." iPad Animation masterclass participant

"I found the course a great fit for what I was hoping to achieve and am quietly confident I'll be making time for the pleasures of illustration in the future." Pleasures of Illustration course participant

## Online programme

Due to the pandemic, we had to cancel all in-person delivery after March 2020 and instead developed online versions of selected courses. We piloted these in the autumn of 2020 (and early spring 2021), using online platforms for live delivery, sharing resources and outcomes and creating a sense of community among participants.

We ran courses on illustrating people, picture books and wellbeing, while masterclasses focused on animals, character design and mental health. Online delivery expanded our audiences nationally and internationally with students participating from Scotland, UAE and USA, with many participants stating that they could not have joined had courses taken place in London.

All online courses sold out, with 20 people attending each masterclass and 16 attending each course, and were rated good or excellent by 100% of attendees.



Illustrating Mental Health  
© Merlin Evans



Portrait © Lara Apponyi,  
Illustrating People student

### Selected feedback

"It was practical and packed a lot into a short space of time. I was delighted it was on Zoom, making it much more accessible for those further away and with disabilities or caring commitment."  
Creating Picture Book Characters participant

"The process of moving to teaching online has been genuinely transformative for me... The support I have had from House of Illustration has been fantastic and the learning platforms they have provided have been a game-changer."  
Siôn Ap Tomos, course tutor

## Professional development and diversity

We delivered a sold-out professional development day in February 2020, with 67 people attending from London, the UK and abroad. Delivered in partnership with children's book specialists Orange Beak Studio, this event was the culmination of a successful pilot programme of professional development days for recent creative graduates and early career illustrators launched in 2018. It was rated good or excellent by 100% of attendees.

### Selected feedback

"It's answered so many questions I didn't know I needed to ask!"

"I was feeling shy about showing my work but this helped me to feel confident about myself as an artist."

"I thought it would be useful but I didn't expect it to be quite so inspiring at the same time!"



*The Boy Who Loved Everyone* © Maisie Paradise Shearring, co-founder of Orange Beak Studio

## Pathways

We launched Pathways Into Children's Publishing in partnership with Pop Up Projects at the end of 2019. Pathways is a pilot training and mentoring programme for aspiring illustrators from backgrounds under-represented in the children's publishing industry.

This ambitious programme was delivered in collaboration with eight illustration agencies, 11 universities, 12 publishers and 22 published children's illustrators. House of Illustration designed the creative skills aspects of the programme while Pop Up devised the professional development side, and together we delivered a range of sessions for 30 mentees. The programme is unique in providing mentees with benefits not normally available as part of Higher Education courses, including direct access to publishers and mentoring from professional illustrators.

From January to March we delivered five Pathways masterclasses at four university campuses including Birmingham City, Nottingham Trent and UAL Camberwell, and two professional development days at CLPE and Andersen publishers.

During the pandemic, we pivoted the programme online and delivered a further three masterclasses, four short courses and nine professional development sessions. Over summer 2020 we also trialed hybrid delivery, running sessions with some mentees attending in person while others joined online. We were pleased that all but two mentees remained on the programme despite the external challenges presented by the pandemic.



© Yasmeen Ismail, Pathways mentor

## What's next?

We are continuing our online programme of courses, masterclasses and professional developments in 2021, while beginning to plan for in-person delivery at partner venues once pandemic restrictions ease.

Pathways, which has helped encourage industry-wide change, concludes in September 2021. We will be building on our learning to support and nurture illustrators from underrepresented backgrounds in 2021 and beyond.

We are adapting our annual place-based residency programme to focus on researching and interpreting the heritage and fabric of our new location at New River Head. The Engine House Residency will offer offsite, onsite and 'micro' formats, enabling us to work with different kinds of illustrators and engage audiences with New River Head's heritage at different stages of its development. Our new website, due to go live in late 2021, will enable us to showcase residency projects, building an archive of place-based illustration practice.

We plan to develop a commission-based strand for our exhibitions programme at New River Head that will extend to our touring exhibitions programme. This will diversify our offer for venue partners and embed emerging practice into a programme that currently showcases mostly established and popular illustrators.



Switches at New River Head  
© Justin Piperger



## Community engagement

### Community and family activities at Granary Square

In January 2020, we launched a new approach to our monthly family workshops for 5-12 year olds, working with one Family Illustrator in Residence over three months. Our first Resident was Ben Connors, who delivered his first two sold-out workshops to 30 participants with his own family. The final workshop was cancelled due to closure, as were the next programmed family residencies.

In January, we launched a new series of workshops for 2-5 year olds and their parents and carers based on the theme of environmental awareness and activism. Grace Holliday delivered two sold-out sessions to 24 participants in January and February; the following workshops were cancelled due to the pandemic. We commissioned Grace to adapt what she'd planned into online resources and mobile-friendly videos for use during lockdown.



Mini Change-Makers activity © Grace Holliday

### Working with isolated and underserved communities during the pandemic

The switch to online delivery during the pandemic highlighted the issue of digital exclusion in our new local borough of Islington, so we created our first physical activity pack for local families to complement our online offers. We commissioned illustrator Laura Carlin to create an activity and worked with new contacts at Islington Council to distribute 500 activity packs to local families in receipt of food parcels.



I Am © Toya Walker, Postal Poetry

We also delivered a series of illustrated poetry projects with long-term partners All Change. All Change ran poetry-writing workshops for older people in Islington; we commissioned professional illustrators to create accompanying artworks; and the illustrated poems were then printed and distributed to care home residents. These included illustrated Christmas cards sent to 200 isolated older people and an illustrated birthday poem for a care home resident's 100<sup>th</sup> birthday.



We commissioned illustration and publishing collective One of My Kind, to adapt the workshops they had planned to deliver in-person as our April to June Family Illustrators in Residence into simple downloadable resources for families to enjoy during lockdown and beyond. They were made available on our website in August 2020, reaching 1,212 unique users by the end of the year.



Left: Future Fashion activity © One of My Kind; right: Christmas card © Eve Lloyd Knight

Grace Holliday was commissioned to create phone-friendly digital resources for families with children under 5, in collaboration with All Change's Inspire! group of young parents. Participants trialed the activities and fed in to their design – a co-creation model we plan to adopt again in future. The Mini Change-Maker activities were designed to be accessible to all, requiring only free or low-cost materials, and reached 685 unique users in November and December 2020.

## What's next?

As we establish the new Centre, we will build on existing local partnerships, such as those with All Change and Islington Council, while developing new relationships with local community organisations and children's centres. We will also begin heritage research and engagement with local communities, with a particular focus on isolated older people and young families.



Proposed landscaping, Quentin Blake Centre for Illustration © Tim Ronalds Architects

## Empowering young illustrators through their schools

### Schools visits

From January to February 2020 there were ten school visits to House of Illustration at Granary Square, with 380 students taking part in workshops.

### Selected feedback

"Our experience was excellent, the facilitator was clear and methodical and the whole experience was brilliant!" Garfield Primary School teacher

"The children were engaged and loved every part of the workshop." Moreland Primary School teacher

As lockdown became increasingly likely, we cancelled school visits booked for March onward.



School workshops © Rob Harris

### In-school projects

Our 2019 Museum of the Imagination project, commissioned by Camden Council, and delivered at Carlton primary school, culminated in an event at the British Museum in February 2020. The project involved illustrator Mark Oliver working with 30 year 4 children alongside an Augmented Reality company, to create both a physical and virtual museum populated by monsters.



Museum of the Imagination © Mark Oliver

We were commissioned by the Shakespeare Birthplace Trust to deliver two full-day workshops with primary students in Camden in January and February 2020. Merlin Evans worked with 54 year 3 students to make illustrated puppets of Shakespeare characters, receiving excellent feedback from teachers.

We delivered a 'Let's Illustrate' outreach project at Hargrave Park primary school with Toya Walker, working with 120 Key Stage 1 students to create their own illustrated maps and imaginary exploration journals. Hargrave Park, Islington, has booked us to work with them on similar projects for the past four years.

For our School Illustrator in Residence project, Lily Ash Sakula delivered a term of workshops at John Chilton School in Brent. They worked with 40 SEND students across all age groups, collaboratively producing an animation about school life with accompanying music. The celebration event was cancelled due to lockdown; however, the animated film was shared with students and parents via email, and the school held a celebration event on Zoom at the end of 2020. Lily was extremely popular with the staff and students, and was hired by the school as a permanent member of staff after the residency ended.

## Resources

We commissioned Toya Walker to adapt our 'Illustrating the Curriculum' classroom teaching resources into downloadable activities for parents and carers home schooling their children for the first time during lockdown. These reached 2,606 unique users in 2020.



Expressing Emotions activity from  
Illustrating the Curriculum  
© Toya Walker



© Students, John Chiltons School  
with Lily Ash Sakula

## What's next?

We are building a set of digital resources to teach illustration in schools and plan for online delivery to allow us to expand our reach to schools around the country. We will also re-launch our in-school offer in autumn 2021. We plan to expand our delivery team with a focus on recruiting new members from backgrounds under-represented in illustration, including those who we have worked with us as School Illustrators in Residence.

Further School Illustrator in Residence projects are taking place at Bell Lane primary school and Acland Burghley secondary school in Camden in autumn 2021.



## Developing a sustainable business and operating model

### A new home at New River Head

We appointed the London-based Tim Ronalds Architects in February 2020 to lead the design for the new Quentin Blake Centre for Illustration at New River Head. They were selected following an architectural competition administered via OJEU which attracted 160 expressions of interest from UK and international architecture firms.

The practice was selected based on their portfolio of successful and sympathetic restorations of historic buildings for cultural and education organisations. Their proposal maximises available space and created an integrated visitor experience while making minimal change to New River Head's historic fabric and appearance.



Left: Interior of North Stores, New River Head © Justin Piperger  
Right: proposed Coal Store gallery © Tim Ronalds Architects

We appointed a professional services team and specialist consultants to develop the New River Head scheme to RIBA stage 3, compiling comprehensive documentation on the site and putting our plans into an application for planning permission to be submitted in 2021. Specialist consultants included Jayne Earncliffe Associates whose advice is ensuring that the Centre will meet best practice standards for accessibility.

In summer, we undertook a non-statutory consultation with local stakeholders, sharing our plans with more than 400 residents and businesses via letter, email, online meetings and a dedicated website. Consultation feedback was gathered and influenced our plans.

We also compiled two statements to supplement our planning application: an arts statement and a heritage interpretation statement, outlining the approach we will take to inclusive programming and engagement.

## People and facilities

The Covid-19 pandemic resulted in the closure of House of Illustration's Granary Square premises on 16 March 2020. House of Illustration had been due to leave the premises in 2021 but, given the likely challenges of opening under social distancing restrictions and potential for further lockdowns, the Trustees took the decision not to reopen but, instead, to focus resources on developing the new Centre and interim offsite and online activities.

The staff team was restructured to reflect the organisation's revised programme, with a staff headcount reduction from 16 to 12 and the cessation of casual staff contracts. The government's Coronavirus Job Retention Scheme was used to retain staff while some activities were temporarily paused due to lockdown.

Colin McKenzie stood down as Director in June 2020 and Lindsey Glen, previously Head of Policy and Strategy at the Royal Opera House, was appointed Director, joining the organisation in November.



Proposed Engine House gallery © Tim Ronalds Architects

## Developing our funding model

Income was significantly impacted by the closure of the Granary Square site and other factors related to the pandemic, at £605,457 (2019: £1,096,627). £392,333 (2019: £451,417) was secured from fundraising. A new potential source of income came in the form of rental of New River Head for filming and base units, generating £45,475, although this was extremely limited due to impact of the lockdown and social distancing restrictions on the filming industry.



Other notable philanthropy included an auction of 200 drawings generously donated by Sir Quentin Blake; exhibition support from the Jeremy and John Sacher Charitable Trust, the John S Cohen Foundation, the Shoresh Charitable Trust, the Atkin Foundation and the Finnish Institute in the UK and Ireland; continued support for residencies from the Barbara and Philip Denny Trust; a three-year programme with the John Lyon's Charity to support in-school residencies; £10,000 from the Clore Duffield Foundation to develop new digital resources and £8,700 support from Art Fund, both for our online education programme. We also continued our partnerships with Winsor & Newton and ColArt. We are immensely grateful to those who continued to make regular contributions as Patrons and, until the closure of Granary Square, as Friends.

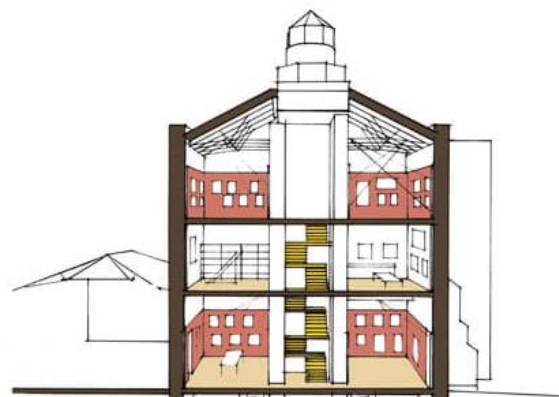
Support from the Department of Digital, Culture, Media and Sport's Emergency and Culture Recovery Funds has totaled £90,000 so far, helping the charity to mitigate the impact of the pandemic and deliver the community and schools work outlined above. We were grateful to receive £20,000 from Arts Council England's Emergency Response Fund, as well as project funding for Pathways.

In April 2020 the Architectural Heritage Fund agreed to provide £1m finance for working capital. This has enabled the organisation to progress its plans for the Quentin Blake Centre, while sustaining revenue generation, where possible, and mounting a capital campaign for construction costs.

## What's next?

The Quentin Blake Centre for Illustration is due to open in 2023. We will be consulting with local residents, applying for planning permission from Islington Council and developing plans with Tim Ronalds Architects to make best use of the site. We will continue the capital project that began with securing the lease.

We plan to develop a series of Advisory Panels to gather perspectives on our work from people with a range of lived experiences and expertise, and to expand our equalities monitoring to all staff, freelancers and trustees.



Plans for Engine House  
© Tim Ronalds Architects

## People

### Trustees

Peter Andrews  
Dalwardin Babu OBE  
Peter Barron  
Richard Bawden  
Sir Quentin Blake  
Samantha Colt  
Lauren Child MBE  
Sarah Culshaw  
Nicholas Durbridge  
Peter Fineman  
Judy Gibbons  
John Kampfner (Chair)  
Dr Karyn Maier  
Tracy Reddings (until March 2020)  
Joy Yamusangie (joined December 2020)  
Claudia Zeff (Deputy Chair)

### Supporters

#### Statutory funders

DCMS  
HM Treasury  
Arts Council England

#### Trusts and foundations

Art Fund  
Atkin Trust  
Clore Duffield Foundation  
Fineman Trust  
Finnish Institute in the UK and Ireland  
John Lyon's Charity

John S Cohen Foundation  
The Barbara and Philip Denny Charitable Trust  
The Gerald Segelman Trust  
Philip and Irene Toll Gage Foundation

#### Individual donors

Richard Bawden  
Neil Drewett  
Nicholas Durbridge  
Rebecca and Matthew Eastmond  
Patrick Janson-Smith  
Lucy Morris  
Claudia Zeff

#### Businesses

ColArt  
Winsor & Newton

#### Founders

Sir Quentin Blake  
Susan Brearley  
John and Amanda Burley  
Anthea Carver  
Rebecca Eastmond  
The Robert Gavron Charitable Trust  
Lord Grantchester  
Larissa Joy  
Joanna Lumley OBE  
Sir Alan and Lady Parker  
Jeremy Sacher  
Claudia Zeff and John Brown

## **Reference and Administrative Details**

### **Method of appointment or election of Trustees**

The management of the company and the group is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association.

### **Company Registered Number**

04484943

### **Charity Registration Number**

1095210

### **Registered Office**

75 Maygrove Road, West Hampstead, London, NW6 2EG

### **Company Secretary**

Martin Saunders

### **Auditors**

Goldwins Limited, 75 Maygrove Road, West Hampstead, London, NW6 2EG

### **Bankers**

HSBC, City of London Branch, 60, Queen Victoria Street, London, EC4N 4TR

### **Finance, Governance and Audit Committee**

Nicholas Durbridge (Chair), Josie Barton, Richard Bawden, John Kampfner.

## **Structure, governance and management**

House of Illustration is registered as a charitable company limited by guarantee (charity number 1095210) and was set up and is constituted by a Memorandum of Association on 09/07/02.

## **Charitable objects**

The objects of the House of Illustration are to educate the public in the art of illustration, in particular by owning, managing and operating a space open to the public for the display and study of the works of illustrators and associated pictures, drawings, sketches and illustrations, works of literature, artefacts and objects d'art.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when renewing our aims and objectives and in planning our future activities.

## **Reserves policy**

House of Illustration's general reserves at 31<sup>st</sup> December 2020 were £844,596 loss reserves (2019: £264,062). The trustees are concerned to maintain an adequate level of reserves to enable House of Illustration to carry out its charitable objectives. The trustees consider that there is adequate assurance that House of Illustration can fund 2020's operating deficit and any such deficits arising in future years. More detail is provided in note 1(b) on going concern.

## **Risk Management**

The trustees have reviewed the major risks to which the charity is exposed and systems have been established to manage those risks. While this cannot provide absolute assurance, the trustees believe that the steps taken will enable House of Illustration to pursue its objectives.

No material uncertainties that may cast significant doubt about the ability of the company to continue as a going concern have been identified by trustees.

## **Statement of trustees' responsibilities**

The Trustees (who are also directors of House of Illustration for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Remuneration of key management personnel**

Staff pay and remuneration are reviewed annually by members of the Finance, Governance and Audit committee with recommendations made to the board. There are annual staff appraisals for all House of Illustration staff and any adjustments or changes to staff terms and conditions of employment or pay are recommended to the board by the Director.

### **Disclosure of information to auditor**

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditor in connection with preparing its report and to establish that the charitable company's auditor is aware of that information.



## Auditor

A resolution for the reappointment of Goldwins as auditor of the House of Illustration for the ensuing year will be proposed at the forthcoming Annual General Meeting in accordance with section 495 of the Companies Act 2006.

This report was approved by the trustees on 07 December 2021 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'John Kampfner', is written over a light blue rectangular background.

John Kampfner

Chair

## **Opinion**

We have audited the financial statements of House of Illustration for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

## **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

## **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our

## Independent Auditor's Report

To the members of

House of Illustration

auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of the trustees**

## Independent Auditor's Report

To the members of

House of Illustration

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Detecting, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting of the risks of fraud and responding whether they have knowledge of any actual or suspected fraud;
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We performed analytical procedures to detect any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

## Independent Auditor's Report

To the members of

House of Illustration

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Anthony Epton (Senior Statutory Auditor)**

**for and on behalf of**

**Goldwins Limited**

**Statutory Auditor**

**Chartered Accountants**

**75 Maygrove Road**

**West Hampstead**

**London NW6 2EG**

15 December 2021



**House of Illustration**  
**Consolidated Statement of Financial Activities**  
(incorporating an income and expenditure account)  
**For the year ended 31 December 2020**

		<b>Restricted</b>	<b>Unrestricted</b>	<b>2020</b>	<b>2019</b>
	<b>Note</b>	<b>£</b>	<b>£</b>	<b>Total</b>	<b>Total</b>
				<b>£</b>	<b>£</b>
<b>Income from:</b>					
Donations and legacies	3	19,285	373,048	<b>392,333</b>	451,417
Charitable activities	4	37,769	101,353	<b>139,122</b>	473,014
<i>Other trading activities:</i>					
Fundraising	5	-	-	-	(6,000)
Trading activities		-	73,886	<b>73,886</b>	173,780
Investments	6	-	116	<b>116</b>	4,416
<b>Total income</b>		<b>57,054</b>	<b>548,403</b>	<b>605,457</b>	1,096,627
<b>Expenditure on:</b>					
<i>Raising funds:</i>					
Voluntary income	7	-	41,626	<b>41,626</b>	55,920
Trading activities		-	104,179	<b>104,179</b>	142,198
Charitable activities	7	164,664	983,132	<b>1,147,796</b>	1,224,760
<b>Total expenditure</b>		<b>164,664</b>	<b>1,128,937</b>	<b>1,293,601</b>	1,422,878
<b>Net income / (expenditure) before net gains / (losses) on investments</b>		(107,610)	(580,534)	<b>(688,144)</b>	(326,251)
Net gains / (losses) on investments		-	-	-	-
<b>Net income / (expenditure) for the year</b>	8	<b>(107,610)</b>	<b>(580,534)</b>	<b>(688,144)</b>	(326,251)
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		(107,610)	<b>(580,534)</b>	<b>(688,144)</b>	(326,251)
<b>Reconciliation of funds:</b>				-	-
Total funds brought forward		3,100,298	(264,062)	<b>2,836,236</b>	3,162,487
<b>Total funds carried forward</b>		<b>2,992,688</b>	<b>(844,596)</b>	<b>2,148,092</b>	2,836,236

All of the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
The attached notes form part of these financial statements.

**House of Illustration**  
**Balance sheet**  
**As at 31 December 2020**

	Note	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
<b>Fixed assets:</b>					
Tangible assets	11	3,120,129	3,030,479	3,120,129	2,880,253
Investments	12	-	-	1	1
		<u>3,120,129</u>	<u>3,030,479</u>	<u>3,120,130</u>	<u>2,880,254</u>
<b>Debtors:</b>					
Due after more than one year		-	145,244	-	-
<b>Current assets:</b>					
Stock	13	-	46,048	-	240
Debtors	14	241,559	115,505	472,463	422,008
Cash at bank and in hand		<u>191,149</u>	<u>83,809</u>	<u>160,209</u>	<u>49,977</u>
		432,708	245,362	632,672	472,225
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	<u>(534,745)</u>	<u>(247,379)</u>	<u>(359,706)</u>	<u>(180,655)</u>
<b>Net current assets / (liabilities)</b>		<u>(102,037)</u>	<u>(2,017)</u>	<u>272,966</u>	<u>291,570</u>
<b>Liabilities:</b>	16				
Creditors: amounts falling due after one year		<u>(870,000)</u>	<u>(337,470)</u>	<u>(870,000)</u>	<u>(265,000)</u>
<b>Total net assets / (liabilities)</b>		<u>2,148,092</u>	<u>2,836,236</u>	<u>2,523,096</u>	<u>2,906,824</u>
<b>Funds</b>	17				
Restricted funds		2,992,688	3,100,298	2,523,096	2,906,824
Unrestricted funds:					
General funds		<u>(844,596)</u>	<u>(264,062)</u>	-	-
<b>Total funds</b>		<u>2,148,092</u>	<u>2,836,236</u>	<u>2,523,096</u>	<u>2,906,824</u>

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 07/12/2021  
and signed on their behalf by:



**John Kampfner**  
**Trustee**

**Company registration no. 04484943**

The attached notes form part of the financial statements.

**House of Illustration**  
**Consolidated Statement of cash flows**  
**For the year ended 31 December 2020**

	Note	2020 £	2020 £	2019 £	2019 £
<b>Cash flows from operating activities:</b>					
Net cash provided by / (used in) operating activities	19		(529,842)		113,756
<b>Cash flows from investing activities:</b>					
Interest/ rent/ dividends from investments		-	-	-	-
Sale/ (purchase) of fixed assets		(247,818)	(2,882,721)		
<b>Cash provided by / (used in) investing activities</b>			(247,818)		(2,882,721)
<b>Cash flows from financing activities:</b>					
Repayments of borrowing		-	-	-	-
Cash inflows from new borrowing		885,000	-	-	-
Receipt of endowment		-	-	-	-
<b>Cash provided by / (used in) financing activities</b>			885,000		-
<b>Change in cash and cash equivalents in the year</b>			107,340		(2,768,965)
Cash and cash equivalents at the beginning of the year			83,809		2,852,774
Change in cash and cash equivalents due to exchange rate movements			-		-
<b>Cash and cash equivalents at the end of the year</b>	20		191,149		83,809

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

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**1 Accounting policies**

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - effective 1 January 2015) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**b) Going concern**

As discussed in the Trustees' Report, during the year House of Illustration raised a substantial loan facility from Architectural Heritage Fund to cover the costs of obtaining planning permission for the redevelopment of its new site at New River Head and its operating costs whilst doing so. In November 2021, Architectural Heritage Fund extended the repayment date of this facility to 30th September 2022 to allow House of Illustration to put in place replacement finance once planning permission has been secured, which the trustees now anticipate will take place in January 2022. The trustees have also received confirmation that, early in 2022, House of Illustration will receive a substantial donation from a longstanding supporter which will help to fund its operating deficit for 2022 and 2023 during the redevelopment of New River Head.

House of Illustration's ability to fund its accumulated operating deficit at 31st December 2020, and any such deficits arising in future years, and to repay debt is further assured through a generous committed bequest. Accordingly, the trustees consider that there are no material uncertainties about the group's ability to continue as a going concern.

In common with many charities, House of Illustration relies upon fundraising events and donations for a substantial part of its annual income. Inevitably, there is some uncertainty in estimating these amounts and, accordingly, the trustees take a prudent view of them when considering the group's cash flow projections.

**c) Basis of consolidation**

These financial statements consolidate the results of the charity and its wholly-owned subsidiary House of Illustration Trading Company Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

**d) Income**

Incoming resources are recognised in the period in which the group is entitled to receive them and the amount can be measured with reasonable certainty and it is probable that income will be received. Income is deferred only when the group has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants from government and other agencies have been included as income from activities in furtherance of the group's objectives where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

**e) Expenditure**

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. The costs of activities in furtherance of the charity's objectives comprise expenditure on the charity's primary charitable purposes as described in the directors' report.
- b. The costs of raising funds comprises the expenditure incurred by the trading company and the charity and consists of salaries, direct costs and overheads.
- c. Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the group it is necessary to provide support in the form of financial procedures, provision of office services and equipment and a suitable working environment. Salary costs have been allocated based on staff time.

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

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**1. Accounting policies (continued)**

**f) Tangible fixed assets**

Assets costing in excess of £250 and with an expected useful life exceeding one year are capitalised.

Depreciation is charged on these assets at the following annual rates in order to write them off over their estimated useful lives:

Long Term Leasehold Property	Over the period of the lease
Fixtures & Fittings	25% straight line
Computer equipment	20% straight line
Other fixed assets	20% straight line

No Depreciation is provided for New River Head lease, since the trustees believe it to be appreciating in value.

**g) Investments**

Investment in the subsidiary company is stated in the charity at cost.

**h) Stocks**

Stocks are valued at lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**i) Leased assets**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the life of the lease.

Assets purchased under hire purchase agreements are capitalised as fixed assets. Obligations under such agreements are included in creditors. Charges are written off to the SOFA over the period of the agreement so as to produce a constant periodic rate of charge.

**j) Fund accounting**

The unrestricted fund comprises those monies which may be used towards meeting the charitable objectives of the group and which may be applied at the discretion of the directors.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.



**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

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**2 Detailed comparatives for the consolidated statement of financial activities**

	2019 Restricted £	2019 Unrestricted £	2019 Total £
<b>Income from:</b>			
Donations and legacies	260,107	191,310	<b>451,417</b>
Charitable activities	50,149	422,865	<b>473,014</b>
<i>Other trading activities:</i>			
Fundraising	-	(6,000)	<b>(6,000)</b>
Trading activities	-	173,780	<b>173,780</b>
Investment income	-	4,416	<b>4,416</b>
<b>Total income</b>	<b>310,256</b>	<b>786,371</b>	<b>1,096,627</b>
<b>Expenditure on:</b>			
<i>Raising funds:</i>			
Voluntary income	-	55,920	<b>55,920</b>
Trading activities	-	142,198	<b>142,198</b>
Charitable activities	148,922	1,075,838	<b>1,224,760</b>
<b>Total expenditure</b>	<b>148,922</b>	<b>1,273,956</b>	<b>1,422,878</b>
<b>Net income / (expenditure) before net gains / (losses) on investments</b>	<b>161,334</b>	<b>(487,585)</b>	<b>(326,251)</b>
Net gains / (losses) on investments	-	-	-
<b>Net income / (expenditure) for the year</b>	<b>161,334</b>	<b>(487,585)</b>	<b>(326,251)</b>
Transfers between funds	(223,523)	223,523	-
<b>Net movement in funds</b>	<b>(62,189)</b>	<b>(264,062)</b>	<b>(326,251)</b>
<b>Reconciliation of funds:</b>			-
Total funds brought forward	3,162,487	-	<b>3,162,487</b>
<b>Total funds carried forward</b>	<b>3,100,298</b>	<b>(264,062)</b>	<b>2,836,236</b>

**3 Income from donations and legacies**

	Restricted £	Unrestricted £	2020 Total £	2019 Total £
Trusts & Foundations and Individual donations	19,285	285,685	<b>304,970</b>	<b>451,417</b>
Furlough grant	-	87,363	<b>87,363</b>	-
	<b>19,285</b>	<b>373,048</b>	<b>392,333</b>	<b>451,417</b>

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

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**4 Income from charitable activities**

	Restricted	Unrestricted	2020 Total	2019 Total
	£	£	£	£
Exhibition admissions, touring fees and education and event programme	37,769	101,353	139,122	473,014
<b>Total income from charitable activities</b>	<b>37,769</b>	<b>101,353</b>	<b>139,122</b>	<b>473,014</b>

**5 Income from other trading activities**

	Restricted	Unrestricted	2020 Total	2019 Total
	£	£	£	£
<i>Event Fundraising Income:</i>				
Auction and sale proceeds	-	-	-	(6,000)
	-	-	-	(6,000)

**6 Investments**

	Restricted	Unrestricted	2020 Total	2019 Total
	£	£	£	£
Interest	-	116	116	4,416
	-	116	116	4,416

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

**7 Analysis of expenditure**

	Cost of raising funds					
	Charitable activities	Voluntary income	Trading activities	Support costs	2020 Total	2019 Total
	£		£	£	£	£
Staff costs	321,059	39,936	41,477	60,012	<b>462,484</b>	490,783
Pension costs	-	-	-	8,970	<b>8,970</b>	8,345
Fundraising costs	-	1,690	-	-	<b>1,690</b>	90
Retail costs including cost of sales	-	-	62,702	-	<b>62,702</b>	92,718
Exhibitions	70,972	-	-	-	<b>70,972</b>	180,272
Education	52,666	-	-	-	<b>52,666</b>	80,148
IT and website	-	-	-	13,887	<b>13,887</b>	16,272
Public Programme	3,271	-	-	-	<b>3,271</b>	13,061
Admin and operating costs	3,023	-	-	89,250	<b>92,273</b>	89,821
Premises	261,805	-	-	21,198	<b>283,003</b>	189,349
Marketing and communications	-	-	-	21,730	<b>21,730</b>	38,315
Irrecoverable VAT	-	-	-	45,049	<b>45,049</b>	35,955
Depreciation	-	-	-	7,942	<b>7,942</b>	43,724
Profit and loss on sale of assets	-	-	-	7,431	<b>7,431</b>	-
Impairment losses	150,226	-	-	-	<b>150,226</b>	127,851
Audit and Accountancy	-	-	-	9,305	<b>9,305</b>	16,174
Support costs	863,022 284,774	41,626 -	104,179 -	284,774 (284,774)	1,293,601 -	1,422,878 -
<b>Total expenditure 2020</b>	<b>1,147,796</b>	<b>41,626</b>	<b>104,179</b>	<b>-</b>	<b>1,293,601</b>	<b>-</b>
Total expenditure 2019	<b>1,224,760</b>	<b>55,920</b>	<b>142,198</b>	<b>-</b>	<b>-</b>	<b>1,422,878</b>

**7b Analysis of expenditure**  
**Prior year**

	Cost of raising funds					
	Charitable	Voluntary	Trading	Support costs	2019 Total	2018 Total
	£		£	£	£	£
Staff costs	326,415	55,830	49,480	59,058	<b>490,783</b>	424,481
Pension costs	-	-	-	8,345	<b>8,345</b>	4,906
Fundraising costs	-	90	-	-	<b>90</b>	5,663
Retail costs including cost of sales	-	-	92,718	-	<b>92,718</b>	86,083
Exhibitions	180,272	-	-	-	<b>180,272</b>	208,660
Education	80,148	-	-	-	<b>80,148</b>	76,316
IT and website	-	-	-	16,272	<b>16,272</b>	13,150
Public Programme	13,061	-	-	-	<b>13,061</b>	16,362
Admin and operating costs	14,150	-	-	75,671	<b>89,821</b>	45,933
Premises	169,700	-	-	19,649	<b>189,349</b>	170,091
Marketing and communications	-	-	-	38,315	<b>38,315</b>	46,873
Irrecoverable VAT	-	-	-	35,955	<b>35,955</b>	43,447
Depreciation	29,282	-	-	14,442	<b>43,724</b>	50,597
Impairment losses	-	-	-	127,851	<b>127,851</b>	-
Audit and Accountancy	-	-	-	16,174	<b>16,174</b>	12,075
Support costs	813,028 411,732	55,920 -	142,198 -	411,732 (411,732)	1,422,878 -	1,204,637 -
<b>Total expenditure 2019</b>	<b>1,224,760</b>	<b>55,920</b>	<b>142,198</b>	<b>-</b>	<b>1,422,878</b>	<b>-</b>
Total expenditure 2018	<b>1,037,444</b>	<b>39,661</b>	<b>127,532</b>	<b>-</b>	<b>-</b>	<b>1,204,637</b>

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

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**8 Net income / (expenditure) for the year**

This is stated after charging / (crediting):	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Depreciation	<b>7,942</b>	43,724
Auditor's remuneration:		
Audit fees	<b>7,500</b>	<b>7,500</b>

**9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries and wages	<b>433,118</b>	454,480
Social security costs	<b>29,366</b>	36,303
Employer's contribution to defined contribution pension schemes	<b>8,970</b>	8,345
	<b>471,454</b>	<b>499,128</b>

The following number of employees received employee benefits (excluding employer pension) during the year between:

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
£60,000 -£69,000	-	1

The total employee benefits including pension contributions of the key management personnel were £61,246 (2019: £73,176 ).

The charity trustees were not paid and did not receive any other benefits from employment with the Trust or its subsidiary in the year (2019: £nil). Neither were they reimbursed expenses during the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

**Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	<b>2020</b>	<b>2019</b>
	<b>No.</b>	<b>No.</b>
Charitable activities	<b>12</b>	12
	<b>12</b>	<b>12</b>

**10 Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**House of Illustration**  
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<b>11 Group Tangible fixed assets</b>	Long Term Leasehold Property	Fixtures & Fittings	Computer equipment	Other fixed assets	<b>Total £</b>
	£	£	£	£	
<b>Cost</b>					
At the start of the year	3,300,053	63,995	13,880	57,760	<b>3,435,688</b>
Additions in year	254,561	-	-	-	<b>254,561</b>
Disposals in year	-	(63,995)	(13,880)	-	<b>(77,875)</b>
At the end of the year	<u>3,554,614</u>	<u>-</u>	<u>-</u>	<u>57,760</u>	<u><b>3,612,374</b></u>
<b>Depreciation</b>					
At the start of the year	284,259	51,672	11,518	57,760	<b>405,209</b>
Charge for the year	-	6,457	1,485	-	<b>7,942</b>
Impairment losses	150,226	-	-	-	<b>150,226</b>
Eliminated on disposal	-	(58,129)	(13,003)	-	<b>(71,132)</b>
At the end of the year	<u>434,485</u>	<u>-</u>	<u>-</u>	<u>57,760</u>	<u><b>492,245</b></u>
<b>Net book value</b>					
At the start of the year	<u>3,015,794</u>	<u>12,323</u>	<u>2,362</u>	<u>-</u>	<u><b>3,030,479</b></u>
<b>At the end of the year</b>	<u><u>3,120,129</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u><b>3,120,129</b></u></u>
<b>Charity Tangible fixed assets</b>	Long Term Leasehold Property	Fixtures & Fittings	Computer equipment	Other fixed assets	<b>Total £</b>
	£	£	£	£	
<b>Cost</b>					
At the start of the year	2,865,568	63,995	13,880	57,760	<b>3,001,203</b>
Additions in year	254,561	-	-	-	<b>254,561</b>
Disposals in year	-	(63,995)	(13,880)	-	<b>(77,875)</b>
At the end of the year	<u>3,120,129</u>	<u>-</u>	<u>-</u>	<u>57,760</u>	<u><b>3,177,889</b></u>
<b>Depreciation</b>					
At the start of the year	-	51,672	11,518	57,760	<b>120,950</b>
Charge for the year	-	6,457	1,485	-	<b>7,942</b>
Eliminated on disposal	-	(58,129)	(13,003)	-	<b>(71,132)</b>
At the end of the year	<u>-</u>	<u>-</u>	<u>-</u>	<u>57,760</u>	<u><b>57,760</b></u>
<b>Net book value</b>					
At the start of the year	<u>2,865,568</u>	<u>12,323</u>	<u>2,362</u>	<u>-</u>	<u><b>2,880,253</b></u>
<b>At the end of the year</b>	<u><u>3,120,129</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u><b>3,120,129</b></u></u>

**12 Investments**

**House of Illustration Trading Company Ltd**

At 31 December 2020 House of Illustration owned the entire called up share capital of 1 ordinary £1 shares in House of Illustration Trading Company Limited, a company incorporated in the United Kingdom.

	<b>2020 £</b>	<b>2019 £</b>
Turnover	<b>73,886</b>	173,780
Cost of sales	<b>(63,904)</b>	(62,302)
Gross profit	<u><b>9,982</b></u>	111,478
Administration expenses	<b>(299,404)</b>	(206,424)
Operating profit	<u><b>(289,422)</b></u>	(94,946)
Interest payable	<b>(15,000)</b>	(15,000)
Profit before tax	<u><b>(304,422)</b></u>	(109,946)
Tax on (loss)/profit	<u>-</u>	-
Profit after tax	<u><b>(304,422)</b></u>	(109,946)
Retained earning at the beginning of the year	<b>(70,588)</b>	39,358
Retained in subsidiary	<u><b>(375,010)</b></u>	<u><b>(70,588)</b></u>

At 31 December 2020, the aggregate of the share capital and reserves of House of Illustration Trading Company Limited amounted to £375,010 deficit (2019 - £70,588 deficit).



**House of Illustration**  
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<b>13 Stock</b>	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Charity 2020 £</b>	<b>Charity 2019 £</b>
Finished goods and goods for resale	-	46,048	-	240
	<u>-</u>	<u>46,048</u>	<u>-</u>	<u>240</u>

<b>14 Debtors</b>	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Charity 2020 £</b>	<b>Charity 2019 £</b>
<b>Due within one year</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	6,446	7,463	2,190	5,814
Amount due from subsidiary	-	-	235,160	370,751
Other debtors	8,419	4,449	8,419	4,449
Prepayments and accrued income	226,694	103,593	226,694	40,994
	<u>241,559</u>	<u>115,505</u>	<u>472,463</u>	<u>422,008</u>

<b>15 Creditors: amounts falling due within one year</b>	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Charity 2020 £</b>	<b>Charity 2019 £</b>
Trade creditors	77,805	89,117	23,590	22,388
Taxation and social security	14,025	12,674	14,025	10,537
Other creditors	280,000	94,715	280,000	96,857
Accruals and deferred income	162,915	50,873	42,091	50,873
	<u>534,745</u>	<u>247,379</u>	<u>359,706</u>	<u>180,655</u>

Deferred income of £Nil (2019: £40,833) is included within accruals and deferred income above.

<b>16 Creditors: amounts falling due after more than one year</b>	<b>Group 2020 £</b>	<b>Group 2019 £</b>	<b>Charity 2020 £</b>	<b>Charity 2019 £</b>
Rent free period	-	72,470	-	-
Other loans	870,000	265,000	870,000	265,000
	<u>870,000</u>	<u>337,470</u>	<u>870,000</u>	<u>265,000</u>

Other loans includes amounts lent to the charity interest- free by the trustees and a loan received from The Architectural Heritage Fund. The Architectural Heritage Fund Loan is secured over the New River Head Leasehold Property.

**17 Analysis of net assets between funds**

	<b>General unrestricted £</b>	<b>Designated £</b>	<b>Restricted £</b>	<b>Total funds £</b>
Tangible fixed assets	-	-	3,120,129	3,120,129
Current assets	401,491	-	31,217	432,708
Creditors due within one year	(254,745)	-	(280,000)	(534,745)
Creditors due more than one year	(870,000)	-	-	(870,000)
<b>Net assets at the end of the year</b>	<u>(723,254)</u>	<u>-</u>	<u>2,871,347</u>	<u>2,148,092</u>

**17b Analysis of net assets between funds - prior year**

	<b>General unrestricted £</b>	<b>Designated £</b>	<b>Restricted £</b>	<b>Total funds £</b>
Tangible fixed assets	14,685	-	3,015,794	3,030,479
Debtors due more than one year	145,244	-	-	145,244
Current assets	160,858	-	84,504	245,362
Creditors due within one year	(£247,379)	-	-	(£247,379)
Creditors due more than one year	(£337,470)	-	-	(£337,470)
<b>Net assets at the end of the year</b>	<u>(264,062)</u>	<u>-</u>	<u>3,100,298</u>	<u>2,836,236</u>

**House of Illustration**  
**Notes to the financial statements**  
**For the year ended 31 December 2020**

<b>18 Movements in funds</b>	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Education	5,236	37,769	(33,004)	-	<b>10,001</b>
Clore Education Studio	66,665	-	(66,665)	-	-
Exhibitions and Gallery	50,435	14,285	(57,720)	-	<b>7,000</b>
New Building Fund	2,975,687	-	-	-	<b>2,975,687</b>
Other	2,275	5,000	(7,275)	-	-
<b>Total restricted funds</b>	<b>3,100,298</b>	<b>57,054</b>	<b>(164,664)</b>	<b>-</b>	<b>2,992,688</b>
<b>Total unrestricted funds</b>	<b>(264,062)</b>	<b>548,403</b>	<b>(1,128,937)</b>	<b>-</b>	<b>(844,596)</b>
<b>Total funds</b>	<b>2,836,236</b>	<b>605,457</b>	<b>(1,293,601)</b>	<b>-</b>	<b>2,148,092</b>

<b>18b Movements in funds - prior year</b>	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Opening Doors Fund	223,523	-	-	(223,523)	-
Education	21,181	45,149	(61,094)	-	<b>5,236</b>
Clore Education Studio	73,332	-	(6,667)	-	<b>66,665</b>
Exhibitions and Gallery	40,527	61,140	(51,232)	-	<b>50,435</b>
New Building Fund	2,803,364	196,636	(24,313)	-	<b>2,975,687</b>
Other	560	7,331	(5,616)	-	<b>2,275</b>
<b>Total restricted funds</b>	<b>3,162,487</b>	<b>310,256</b>	<b>(148,922)</b>	<b>(223,523)</b>	<b>3,100,298</b>
<b>Total unrestricted funds</b>	<b>-</b>	<b>786,371</b>	<b>(1,273,956)</b>	<b>223,523</b>	<b>(264,062)</b>
<b>Total funds</b>	<b>3,162,487</b>	<b>1,096,627</b>	<b>(1,422,878)</b>	<b>-</b>	<b>2,836,236</b>

**Purposes of restricted funds**

**Opening Doors Fund**

The Opening Doors Fund was established to finance the opening of House of Illustration in 2014. The fund was used for the capital refurbishment of our building and thereafter contributed to running costs.

**Education**

The fund includes a diverse range of projects, partnerships and commissions targeting specific beneficiaries and participants. These projects include our:

- Family and accessible family programmes
- Primary school programmes and projects
- Pathways programme
- Illustrators in schools programme

**Clore Education Studio**

The donations funded the capital expenditure required to fit out the Clore education studio within the House of Illustration.

**Exhibitions and Gallery**

Funding for the 'George Him', 'Marie Neurath Picturing Science' and 'Designed in Cuba: Cold War Graphics' exhibitions. Support was also given towards our 'Illustrator in Residence' programme, and tour of the 'Journeys Drawn: Illustrating the Refugee crisis' exhibition.

**New Building Fund**

Donations financed the acquisition of our new permanent home in 2019 and associated legal and professional fees.

**Other**

Funding for our Gorkana press database.

**19 Reconciliation of net income / (expenditure) to net cash flow from operating activities**

	2020	2019
	£	£
<b>Net income / (expenditure) for the reporting period</b>	<b>(688,144)</b>	<b>(326,251)</b>
<b>(as per the consolidated statement of financial activities)</b>		
Depreciation	7,942	43,724
Impairment loss	150,226	127,851
(Increase)/ decrease in stock	46,048	(5,185)
(Increase)/ decrease in debtors	19,190	159,565
Increase/ (decrease) in creditors	(65,104)	114,052
<b>Net cash provided by / (used in) operating activities</b>	<b>(529,842)</b>	<b>113,756</b>

**20 Analysis of cash and cash equivalents**

	At 1 January 2020	Cash flows	Other changes	At 31 December 2020
	£	£	£	£
Cash at bank and in hand	83,809	107,340	-	191,149
<b>Total cash and cash equivalents</b>	<b>83,809</b>	<b>107,340</b>	<b>-</b>	<b>191,149</b>

**21 Operating lease commitments**

Total future minimum lease payments under non-cancellable operating leases are as follows:

	<b>Group</b> Property		<b>Charity</b> Property	
	2020	2019	2020	2019
	£	£	£	£
1 year	1	139,926	1	139,926
2 - 5 years	4	559,704	4	559,704
After more than 5 years	244	594,686	244	594,686
	<b>249</b>	<b>1,294,316</b>	<b>249</b>	<b>1,294,316</b>

**22 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

**23 Related party transactions**

In 2018 £265,000 was loaned to the charity interest free by some trustees. These loans are outstanding at the end of the year.

**24. Post balance sheet events**

Since the balance sheet date, Architectural Heritage Fund has extended the repayment date of its loan facility to 30th September 2022 to allow House of Illustration to raise replacement finance. Based on House of Illustration's discussions with potential alternative financiers, the trustees anticipate that refinancing will be enabled by the granting of planning permission for the New River Head redevelopment which they understand will take place in January 2022.

The trustees have been informed that, early in 2022, House of Illustration will receive a substantial donation from a longstanding supporter which will help to fund its operating deficit during the redevelopment of New River Head.