

Charity Registration No. 1073956

Company Registration No. 3659361 (England and Wales)

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

COMPANY LIMITED BY GUARANTEE

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	T Wilson	
	J Shield	
	K Soriano (Chair of Trustees)	
	J Falkingham	
	C Evans	
	A Valle	
	N Bintley	
	I McCarthy	
	R Stephenson	(Appointed 26 May 2021)
	Y Tan	(Appointed 26 May 2021)
	S Smith	(Appointed 26 May 2021)
Secretary	H Patel	(Appointed 26 May 2021)
	R Behari	(Appointed 26 May 2021)
Charity number	1073956	
Company number	3659361	
Principal address	55 New Bird Street	
	Liverpool	
	L1 0BW	
Registered office	PO Box 1200	
	55 Jordan Street	
	Liverpool	
	L69 1XB	
Auditor	BWM	
	Castle Chambers	
	43 Castle Street	
	Liverpool	
	L2 9SH	
Bankers	Barclays Bank plc	
	265-267 Lord Street	
	Southport	
	Merseyside	
	PR8 1PD	
Solicitors	Hill Dickinson	
	No. 1 St Paul's Square	
	Liverpool	
	L3 9SJ	

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LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019).

Objectives and activities

Liverpool Biennial of Contemporary Art Limited is a company limited by guarantee and registered charity which is operated in order to:

- Promote art for the benefit of the public by establishment and maintenance of art exhibitions, projects and facilities; and,
- Advance the education of the public in the subject of art.

Founded in 1998, for over twenty years the Liverpool Biennial has become renowned in the international contemporary art world for bringing together artistic practices from across the world. Normally taking place every two years, Liverpool Biennial connects with artists across the globe, commissioning the best international contemporary art to be shown in an exciting, vibrant, and free exhibition set across Liverpool in open public spaces, partner cultural organisations, historic buildings and disused commercial premises.

Having commissioned over 47 new artworks and presented work by over 530 celebrated artists from around the world, Liverpool Biennial is built on a longstanding commitment to connecting international artists with local practitioners, communities, and the public at large.

Our key assets are the international connections and reputation of Liverpool Biennial and the expertise and renown of our team. Liverpool Biennial is world-recognised for a high level of artistic excellence and its wide-reaching programme and has established a regional and international reputation as a leader and innovator in biennial thinking and practice. More than 160,000 visitors, local, national, international and art professionals typically attend each edition of the Liverpool Biennial festival with over half a million people encountering works of art in the public spaces of the city (figures from LB2018) and the digital engagement figures from April 2020 to March 2021 are as follows:

Social media engagements (Instagram, FB, Twitter): 29,294

Core Website users: 84,392

Online Portal (March 2021): 6,718

Total digital engagements: 120,404

Liverpool Biennial's reach exceeds the time-bound limits of the festival and creates valued legacy permanent assets to which visitors to the region continue to flock: the *Liverpool Mountain* by New York-based, Swiss born artist, Ugo Rondinone, co-co-commissioned with our partners, Tate Liverpool; the Dazzle Ferry created by Sir Peter Blake; a few miles up the road Antony Gormley's *Another Place*, and in the past year the co-commission with Culture Liverpool, of Nathan Coley's light-work, *From Here...*

We also hold a year-round programme of talks, seminars, discussions, and commissions. These include our and peer-learning Creative Europe-funded project the *Perennial Biennial, Liquid Club* which is a discussion group turned online space for the presentation of artistic ideas and our online film programme, *The Refracted Body*. These are all intended as a space to share and explore ideas, raise awareness and to contribute towards sector-leading thinking around the current and future Biennials.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Mission and Aims

Liverpool Biennial brings dynamic, vibrant contemporary art to audiences in Liverpool and beyond by presenting ambitious, free exhibitions and public art of international stature. We intend to make public powerful experiences for everyone by presenting art within the urban environment. We commission and present contemporary art by leading international artists that connect Art, People and Place to realise our belief that art and creativity are central to humanity and to make art a part of everyday life for everyone.

Liverpool Biennial's core aims are:

1. To present the leading visual art biennial in the UK, led by a high-quality exhibition of work by international and UK-based artists
2. Broaden and deepen engagement with contemporary visual art
3. Add value to the visual arts infrastructure and professional capacity through partnership, talent development, co-production and touring.

The 2020 Biennial was scheduled to commence in July 2020, however the arrival of COVID-19 resulted in a postponement until March 2021. Subsequent government restrictions meant that March 2021 saw the launch of our public realm art works, digital channel, and sonic and digital commissions, with the second chapter of the Biennial opening on 19 May 2021.

The Board are conscious that the past 12 months have tested the organisation, our partners and the artists with whom we work, with the ongoing impact of COVID-19, additional lockdowns, the pressures of home working, the complexities of connecting to our local, national, and international audiences, the cessation of international travel, the uncertainty around Brexit and its impact on the transportation of works of art and movement of artists, the impact of a change of leadership in our Director, and the world-wide focus on racial injustice. The Board are aware of the responsibilities of the organisation to our staff, artists, audiences, partners, and the communities we serve. We have followed government guidance at all times, supporting home-working and consulting with Public Health Liverpool on the installation, opening and communications around the launch of our public realm works in March 2021.

In shaping our objectives and planning our activities the Trustees have considered the Charity Commission's guidance on public benefit. The Biennial achieves public benefit through its public presentation of contemporary art, which is embedded into the communities it serves through education and learning programmes, as well as supporting artists and the arts community through the commissioning of new works. The public benefit we deliver is demonstrated in the paragraphs that follow.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Activities, achievements and performance

Liverpool Biennial connects international artists, practitioners and thinkers with local artists, academics, and students of all ages, as well as the wider public. In the past year we have focused on reshaping the programme in light of the pandemic. Works originally intended for mass public participation such as Ines Doujak and John Barker's public procession through Liverpool to the historic docks were reconceptualised – in this example taking the form of a podcast. Public programme and the *Liquid Club* discussion groups shifted to an online format receiving a much broader and larger audience and focusing on the opportunities offered by digital connection to focus on sound as artistic practice.

Liverpool Biennial concentrated on the dissemination of commissioning of new works for its audiences in Liverpool and concurrently focused on new digital programming to connect to national and international audiences. Year-on programming and the organisational contribution over 2020-21 included:

- The *Liquid Club* series of discussions and performance moved online, reaching a new audience of 248 participants.
- The co-commissioning and launch with Culture Liverpool of a new public artwork by artist Nathan Coley, *From Here* (2020), which has already been viewed by 78,148 people.
- The development and delivery of a new online portal through which audiences can access information and content on all the artists in the Liverpool Biennial, family and learning activity and trails to experience the public artworks.
- The co-commission and launch with Whitney Museum of the born-digital work *The Next Biennial Should be Curated by A Machine*, by artists Ubermorgan and Liverpool John Moores University academic Joasia Krycia and Derby University researcher Leo Impett.
- The installation of sculptures and murals in the public realm by Teresa Solar, Rashid Johnson, Linder Sterling and Jorge Menna Barreto.
- The development and initiation of schools' workshops with artists KeKeÇa bringing together pupils and the artists to learn body percussion.
- The delivery of a series of podcasts, *Art Against the World*, in collaboration with Liverpool University academic Vid Simoniti, talking with artists and curators and exploring ideas that run through the work of artists in *The Stomach and the Port*.
- A network of five European Biennials, named *The Perennial Biennial*, funded through an EU grant, worked to share knowledge, offer peer support and mentoring, as well as to examine the international models of biennial practice. In the past year particular emphasis has been placed on sharing experiences within the COVID-19 environment, with staff members meeting virtually across Europe in a series of recorded conversations.
- The delivery of a programme of postcard engagement with a group of local people in recovery from addiction. The group are part of a long-term research and artist project and film with artist Melanie Manchot and academics from Liverpool and Dundee Universities, planned for inclusion in the 2023 Biennial and due to be acquired permanently by the Walker Art Gallery as part of their national collection at National Museums Liverpool.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

- The tour of work by 2018 Biennial artist Taus Makhacheva to 6,569 visitors at The Tetley Leeds as the last legacy activity of our 2018 programme.
- The appointment of 5 UK-based artists to develop their professional practice with support from Liverpool Biennial as part of a collaborative professional development opportunity with a-n The artist information company.

In the planning, delivery, and evaluation of all our programmes the Trustees of Liverpool Biennial have had regard to the guidance issued by the Charity Commission on public benefit. The Trustees monitor and measure the organisation's progress against its business plan and aims. Outcomes are measured by Senior Management and the Board against SMART objectives and the Audience Development, Digital, Equality and Environmental Sustainability Action Plans. The progress of the organisation's aims can therefore be supported by quantitative and qualitative data from audience and stakeholder feedback. Over the past months we have focused on revisiting our Equity, Diversity and Inclusion Plan and our Marketing and Comms strategy for the 2021 Biennial.

The Biennial is independently evaluated by BOP Consulting to help better understand its audiences, and to obtain the economic, social, and cultural impact of our work. This combined qualitative and quantitative data of visitor figures, visitor origin, visitor spend and contribution to local economy, survey responses of the Biennial's core audience, and feedback from peers, stakeholders, and a focus group of Liverpool residents, informs us of our impact. As a result of the delay to the Biennial, there is no data available to share in this report. However, we have worked to review the criteria for the data with additional focus to be placed on consultation and feedback from our local communities and learning and educational partners.

As an ACE National Portfolio Organisation Liverpool Biennial uses Audience Finder and undergoes artistic and quality assessment by peers. We also incorporate the ACE Quality Evaluation Framework. Liverpool Biennial also plays a lead role in the Liverpool Arts Regeneration Consortium (LARC), Tate Plus and Contemporary Visual Arts Network, which helps benchmark our progress against comparable organisations in the sector. In particular, we have focused on supporting change in the field of Diversity and Inclusion with Liverpool Biennial representatives sitting on both the LARC and Tate Plus action groups.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Financial review

While the ongoing programme creates activity and benefit throughout the two-year cycle, the intensity of the Biennial festival creates different characteristics in each of the years of the operating cycle. Due to Covid-19, the 11th edition was postponed to a staggered opening of public realm works in March 2021 with the opening of the full festival in May 2021, and the subsequent edition moved from 2022 to 2023. This will result in a two-and-a-half-year cycle for the 11th and 12th editions, planned for May 2021 and July 2023 respectively. Significant cashflows are expended in the festival year of a cycle.

The public programme of talks, events and exhibitions happens across the biennial cycle and provides regular audiences and public benefit, but the planning, production and exhibition timelines of the festival means that the first half of the edition's cycle is characterised by high revenue and lower expenditure and the latter half by greatly increased expenditure which outstrips income. This is a normal part of the Biennial cycle (one year in surplus, one year in deficit) so the company's financial performance is always considered over the two-year biennium. However, the delay in the festival opening to May 2021 has resulted in funds on 31 March 2021 being higher than planned, as expenditure will increase from April 2021.

Covid-19 has further strained the economic environment in which the Biennial operates, making achievement of stretch fundraising targets difficult. A renewed strategy to bring in funds to support the mission of the Biennial is under development as a result.

The funds raised during the financial year 2021 totalled £1,838,840 (2020: £1,352,808) and expenditure was £1,202,203 (2020: £1,010,736). The charity therefore ended the year with a surplus of £636,637 (2020: Surplus of £342,072).

The charity has total funds to be carried forward on 31 March 2021 of £1,555,127 (2020: £918,490) of which £162,932 are designated funds (2020: £219,532), £630,419 are restricted funds (2020: £288,470) and £761,776 unrestricted funds (2020: £410,488).

Robust management procedures and effective board oversight through quarterly board meetings and Finance and Human Resource committee meetings, are in place to oversee the sound management of the Biennial's resources throughout the year.

During the period, the organisation was supported by the Coronavirus Job Retention Scheme, receiving £39,092 to 31 March 2021. This grant was received in support of furlough to some staff members of the Biennial Team because of the halt to Biennial activity due to lockdown restrictions and a concurrent halt in activity of many suppliers, partner, or collaborative organisations. As a publicly funded organisation, the scheme was only undertaken as income typically generated was unavailable. As such, no positive impact on the Liverpool Biennial reserve position resulted from taking part in this Scheme. The Organisation also received £10,000 Coronavirus Discretionary Grant from LCC.

Designated Funds

The charity has committed certain funds to support its planned transformation activities, programme and to protect the viability of the festival:

£49,532 (2020: £69,532) to provide match funding for the continuation of Liverpool Biennial public realm works or fund their decommissioning. £20,000 has been released for a contribution towards Nathan Coley's public realm work. Public realm works continue to be a key component of the Biennial's exhibitions, legacy, and purpose.

£113,400 (2020: 150,000) to establish initiatives that will make step changes in the sustainability and resilience of Liverpool Biennial. The Board approved proposals put forward by the Senior Management to utilise some of these funds, and as a result £36,600 have been released with the aim of furthering the income generation capability and the re-modelling of the marketing strategy of the organisation.

As a result of Covid-19 the nature of these step changes is being re-evaluated to ensure that they are responsive to potential permanent changes in the operating environment of the organisation. The Board recognise that it is paramount that the expenditure of this fund must be successful in its objective to secure the stability of the organisation in the longer term, given the risks to future funding.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Reserves

The Board constantly monitors its reserves and reviewed its reserves policy in June 2020, in line with its commitment to do so formally on an annual basis. Liverpool Biennial will hold sufficient funds to maintain liquidity; cover unforeseen short-term cash requirements; provide continuity in the case of unexpected, temporary changes in trading conditions; and maintain a provision for anticipated unmet future needs due to changes in the funding and operating environment. The Charity has determined that 6 months of average operational expenditure over a biennial period is appropriate, due to the following key factors:

- income sources are largely high risk due to macro factors related to the economy and de-prioritisation of culture within national and local budgets.
- due to the above, competition for funding is increasing from other sources such as Trusts, foundations, and corporate sponsors.
- the organisation currently has a high fixed cost ratio given the scale of the programme it delivers countered by the competition to secure funding.

Due to the two-year biennial cycle, a surplus may be carried forward from the first year of the cycle to the second in order to fund activity in a festival year. At the end of the financial year 2021 free reserves available were £757,822 (2020: £404,646) representing unrestricted funds less unrestricted funds attributable to tangible fixed assets.

For the 2021 financial year, 6 months' operational costs total £356,858 (2020: £348,310), representing staff costs, premises costs, support costs and governance costs. As described above, due to the biennium cycle, using annualised figures does not reflect the seasonality of funds and costs. The Biennial has comfortably met its reserves policy for the current financial year. Although it was anticipated that over the budgetary cycle of the 11th edition that it might exceed this policy due to the additional expenditure expected to occur from April 2021 to July 2021 this situation did not arise due to support from the Government's Cultural Recovery Fund and a successful application to Exhibition Tax Relief.

Going Concern

A detailed business planning and budget process takes place in advance of each biennium cycle, supported by regular management accounts and reforecasting of financial projections throughout the period. This permits the organisation to react quickly when performance is not in line with planning.

As a result of Covid-19, detailed financial plans were revisited, which included scenario planning to ensure the best use of the public funds the Biennial receives to support its activities. The decision to postpone the Biennial to May 2021 resulted in some additional costs to the organisation, but these were planned to ensure the delivery of the festival in a safe and responsible environment for visitors and to meet the commitment to artists and staff, by continuing to support their work. Our two major funders, Arts Council England and Liverpool City Council indicated their willingness to continue to support the Biennial in the light of this decision. The Charity applied to Art Council England for the second round of Culture Recovery Funding. The Charity where informed in March 21 that the application was successful. £285,461 of funds are to be expected in financial year 2021 of which £138,172 are allocated to build up the reserves.

The Biennial's forecasts and financial projections indicate that it will continue to be able to operate within the bounds of its resources. Accordingly, after making appropriate enquiries the Board of Trustees has a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing financial statements.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Biennial Statement

Liverpool Biennial attracts valued financial support from a wide range of sources: cultural and regeneration bodies, the local and national business community, philanthropists and local, national and international charitable trusts and foundations. Following the appointment of a new director in March 2021 the Biennial will be undertaking a renewal of its mission and vision process as part of its future Business Planning for its ACE portfolio submission in January 2022. We plan to focus on partnerships, place and people responding to the changes wrought on our local, national, and international communities by Covid-19 and the international anti-racism movement.

As we look ahead, it will be a challenge to maintain high ambitions whilst dealing with the uncertainties of the impact of Covid-19 and Brexit on potential income sources beyond the public sector, from individual and private trusts and foundations to corporate partners and sponsors. It is expected that both Brexit and Covid-19 will have an operational, financial, and thus strategic impact in future years.

We would like to thank all our supporters, funders, and partners. Our principal funders have provided financial and collegiate support for many years, so we are particularly grateful to Arts Council England and Liverpool City Council. Our work would not happen without the many other companies, governments, organisations, and individuals who contribute to the festival and programme. A full list is available on our website.

Risk management

A risk register is in place, which is reviewed by the FHRC at each meeting and at least annually by the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to a renewed marketing and development strategy, which will be incorporated into the renewed strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Structure, governance and management

Liverpool Biennial of Contemporary Art (Liverpool Biennial) was incorporated as a company limited by guarantee on 29 October 1998 and is governed by its Memorandum and Articles of Association.

Organisational structure

The Trustees have overall responsibility and ultimate decision-making authority for all the work of the charity. The Trustees are responsible for:

- Setting general policy, the strategic direction and development of the Biennial
- Adopting a bi-annual plan and budget
- Monitoring the performance of the Charity by the use of financial management and other performance information
- Making appointments to the position of Executive Director
- Approving the Annual Report and Financial Statements.

The Trustees delegate the day to day running of the organisation to the Executive Director and Senior Management Team. The Trustees have the power to direct change where required.

The Trustees delegate responsibilities to the Finance and Human Resource Committee for finance and HR matters.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Remuneration

Liverpool Biennial believes that to attract and retain the calibre of staff we need to deliver our charitable objectives our remuneration policy should provide salaries that are competitive in our sector; be considered fair, equitable and transparent; allow for progression over time and deliver arrangements that are sustainable within the available resources.

In accordance with conditions set by Arts Council England's Cultural Recovery Fund, we must exercise pay restraint for at least 18 months from 29 March 2021, where legally possible for us to do so. This includes, but is not limited to, imposing a pay freeze for all senior employees and a 10% pay reduction in remuneration to the pre-Covid-19 remuneration packages for employees contracted to receive above £150,000 per year. The latter is not applicable to Liverpool Biennial as no employees receive above £150,000.

Liverpool Biennial operates its salary structure within salary bands. The remuneration arrangements for all staff are reviewed annually by the Trustees. As a charity we feel that we offer salaries that are commensurate with duties and responsibilities. The Board of Trustees has delegated responsibility for determining matters of pay and pay-related benefits to the FHRC. The Committee meets routinely each winter to agree the following year's percentage increase and arrangements for executive pay. In agreeing the pay award, the committee considers indicators in the wider economy, what levels of award have been made by organisations the Biennial compares itself with and affordability.

Members' liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

Trustees' indemnities

Professional indemnity insurance is in place to protect Trustees and officers arising from negligent acts, errors or omissions occurring on Charity business

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Recruitment and training of Trustees

A normal term of office for a Trustee is three years at the end of which the Trustee can either stand down or continue if re-elected for a further period of three years. The role of the Trustee is a strategic one, with day-to-day operational decisions delegated to the Executive Director. The Board and the Executive team form the key governance and management of the charity.

Board recruitment has been a key priority and five new Trustees were appointed in Spring 2021, formally joining the Board in June 2021. Measures have been taken to ensure that recruitment considered a spectrum of ages, gender, race and socioeconomic backgrounds. Liverpool Biennial is keen to expand this and improve diversity while retaining the right mixture of skills and knowledge along with capacity. Liverpool Biennial recruits Board members through open competition.

Following recruitment Trustees are fully inducted into the business of the Charity to provide a clear understanding of their role and responsibility as Trustee along with understanding of the detailed policies and procedures underpinning the Trust's governance arrangements.

As the UK's largest festival of contemporary art Liverpool Biennial identifies that the Board of Trustees must represent a spectrum of skills, ages and individuals from across the country.

An experienced Trustee and Senior Management Team improve stability and governance through prioritisation and risk management at four Board and four Finance and Human Resources Committee meetings a year and at weekly Management meetings.

The Executive and Trustees build, test, institute and review the Business Plan in December and January of each year, including SMART objectives by which the charity monitors its progress.

Trustees have specialist expertise in disparate areas including contemporary art, law, finance, management, property, brand marketing and communications and fundraising. Subgroups include Finance & HR Committee (FHRC), the Development Working Group and the Equality, Diversity & Inclusion Working Group. New Trustees undertake an induction with members of the Senior Management Team.

The Trustees do not receive remuneration for their role but are able to reclaim their travel and accommodation expenses for Charity business.

Reference and administrative details

Name of the charity: Liverpool Biennial of Contemporary Art Limited

Company Number: 3659361

Charity Registration Number: 1073956

Principal Office: 55 New Bird Street, Liverpool L1 0BW

The Trustees of the Liverpool Biennial are also the Directors of the charitable company for the purposes of company law. Details of the Trustees who served during the period and to the date these financial statements are approved are as follows:

T Wilson

P Hyland (Chair of Finance and Human
Resources Committee)

(Resigned 22 October 2020)

J Shield

J Nesbitt

(Resigned 25 March 2021)

K Soriano (Chair of Trustees)

J Falkingham

M Calli

(Resigned 22 October 2020)

C Evans

A Valle

**LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

N Bintley	
J Sharples	(Resigned 10 October 2020)
I McCarthy	
F Banner	(Resigned 9 October 2020)
R Stephenson	(Appointed 26 May 2021)
Y Tan	(Appointed 26 May 2021)
S Smith	(Appointed 26 May 2021)
H Patel	(Appointed 26 May 2021)
R Behari	(Appointed 26 May 2021)

Exemptions from disclosure

The charity has not exempted any information from disclosure.

Auditor

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditors of the company will be put at a General Meeting.

Disclosure of information to auditor

In so far as the Trustees are aware, there is no relevant audit information of which the charity's auditors are unaware. Additionally, the Trustees have taken all necessary steps that they ought to have taken as Trustees in order to make themselves aware of all relevant audit information and to establish that the charity's auditors are aware of that information.

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.



N Bintley
Trustee

Dated: 2 September 2021

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also the directors of Liverpool Biennial of Contemporary Art Limited for the purpose 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 which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

Opinion

We have audited the financial statements of Liverpool Biennial of Contemporary Art Limited (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, 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 trustees 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 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.

**LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

TO THE TRUSTEES OF LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has 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 directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 the trustees 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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, is detailed below.

**LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

TO THE TRUSTEES OF LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

The extent to which the audit was considered capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

TO THE TRUSTEES OF LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED

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 charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)
for and on behalf of BWM**

25/10/2021

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**Chartered Accountants
Statutory Auditor**

Castle Chambers
43 Castle Street
Liverpool
L2 9SH

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes					
<u>Income from:</u>						
Donations and legacies	3	1,067,297	-	-	1,067,297	1,014,643
Charitable activities	4	184,222	-	577,045	761,267	335,191
Other trading activities	5	-	-	9,167	9,167	1,000
Investments	6	1,109	-	-	1,109	1,974
Total income		1,252,628	-	586,212	1,838,840	1,352,808
<u>Expenditure on:</u>						
Raising funds	7	61,158	-	-	61,158	52,312
Charitable activities	8	840,182	56,600	244,263	1,141,045	958,424
Total expenditure		901,340	56,600	244,263	1,202,203	1,010,736
Net movement in funds		351,288	(56,600)	341,949	636,637	342,072
Fund balances at 1 April 2020		410,488	219,532	288,470	918,490	576,418
Fund balances at 31 March 2021		761,776	162,932	630,419	1,555,127	918,490

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

		Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes				
<u>Income from:</u>					
Donations and legacies	3	1,010,743	-	3,900	1,014,643
Charitable activities	4	8,558	-	326,633	335,191
Other trading activities	5	1,000	-	-	1,000
Investments	6	1,974	-	-	1,974
Total income		1,022,275	-	330,533	1,352,808
<u>Expenditure on:</u>					
Raising funds	7	52,312	-	-	52,312
Charitable activities	8	779,258	-	179,166	958,424
Total expenditure		831,570	-	179,166	1,010,736
Net (expenditure)/income		190,705	-	151,367	342,072
Gross transfers between funds		(63,369)	-	63,369	-
Net movement in funds		127,336	-	214,736	342,072
Fund balances at 1 April 2019		283,152	219,532	73,734	576,418
Fund balances at 31 March 2020		410,488	219,532	288,470	918,490

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

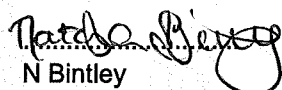
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	13		3,954		5,842
Current assets					
Debtors	15	666,749		223,467	
Cash at bank and in hand		1,070,078		840,937	
		<u>1,736,827</u>		<u>1,064,404</u>	
Creditors: amounts falling due within one year	16	<u>(185,654)</u>		<u>(151,756)</u>	
Net current assets			1,551,173		912,648
Total assets less current liabilities			<u>1,555,127</u>		<u>918,490</u>
Income funds					
Restricted funds	18		630,419		288,470
Designated funds	19	162,932		219,532	
General unrestricted funds		<u>761,776</u>		<u>410,488</u>	
Total unrestricted funds			924,708		630,020
			<u>1,555,127</u>		<u>918,490</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 2 September 2021


N Bintley
Trustee

Company Registration No. 3659361

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	23		230,798		292,780
Investing activities					
Purchase of tangible fixed assets		(2,766)		(6,432)	
Interest received		1,109		1,973	
Net cash used in investing activities			(1,657)		(4,459)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			229,141		288,321
Cash and cash equivalents at beginning of year			840,937		552,616
Cash and cash equivalents at end of year			1,070,078		840,937

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Liverpool Biennial of Contemporary Art Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is PO Box 1200, 55 Jordan Street, Liverpool, L69 1XB.

1.1 Accounting convention

The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts and as detailed in the Trustees' report the Trustees have considered the ongoing impact of Covid-19 on the charity and the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the 'going concern' basis of accounting in preparing the accounts.

1.3 Charitable funds

Unrestricted funds relate to income received or generated for the objects of the charity without further specified purpose. Income and expenditure is allocated to the general fund in accordance with the policies set out below. Unexpended funds are carried forward to future periods.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts.

Restricted funds relate to all income received where the donor has specified its use. Related expenditure is also allocated to restricted funds.

1.4 Income

All income is included in the Statement of Financial Activities (the SOFA) when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

The following specific policies are applied to particular categories of income:

Grants received towards running costs are recognised in the Statement of Financial Activities when conditions for receipt have been met. Where a grant is received relating to a future accounting period, the income is deferred until that period.

Grants towards capital expenditure are released to the profit and loss account over the expected useful life of the assets.

Donations & legacies and bank interest is included in the statement of the financial activity on receipt.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.5 Expenditure

Cost of generating funds comprise directly allocated expenditure incurred for the purpose of raising grant and other income.

Support costs comprise directly allocated expenditure in relation to administration and support.

Expenditure incurred in relation to the charity's artistic programme is allocated to 'Charitable activities' while costs relating to the governance of the charity are allocated to 'Governance costs'.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	Over the term of the lease
Office Equipment	33% per annum straight line
Computer Equipment	33% per annum straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

The charity operates a defined contributions pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.13 Foreign exchange

Transactions denominated in foreign currencies are recorded at the rate ruling at the date of the transaction.

1.14 Liabilities

All liabilities are recognised in full as soon as the charity is aware of them.

1.15 Taxation

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on qualifying income or gains falling within those exemptions.

The charity is able to partially recover Value Added Tax. Expenditure that is not recoverable by the charity is recorded in the accounts inclusive of VAT.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £	Restricted funds 2020 £	Total 2020 £
Donations and gifts	38,012	30,025	3,900	33,925
Grants receivable	1,029,285	980,718	-	980,718
	<u>1,067,297</u>	<u>1,010,743</u>	<u>3,900</u>	<u>1,014,643</u>
Grants receivable for core activities				
Arts Council England	766,361	751,855	-	751,855
Liverpool City Council	212,751	228,863	-	228,863
JRS Furlough Grants	38,268	-	-	-
Other	11,905	-	-	-
	<u>1,029,285</u>	<u>980,718</u>	<u>-</u>	<u>980,718</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	Biennial Festival 2021 £	Biennial Festival 2020 £
Sales within charitable activities	21,884	8,558
Services provided under contract	50,000	50,000
Performance related grants	527,045	276,633
Other income	162,338	-
	<u>761,267</u>	<u>335,191</u>
Analysis by fund		
Unrestricted funds - general	184,222	8,558
Restricted funds	577,045	326,633
	<u>761,267</u>	<u>335,191</u>

5 Other trading activities

	Restricted funds 2021 £	Unrestricted funds general 2020 £
Sponsorships	<u>9,167</u>	<u>1,000</u>

6 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Interest receivable	<u>1,109</u>	<u>1,974</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

7 Raising funds

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
<u>Fundraising and publicity</u>		
Other fundraising costs	6,008	6,928
Staff costs	55,150	45,384
	<hr/>	<hr/>
Fundraising and publicity	61,158	52,312
	<hr/>	<hr/>
	61,158	52,312
	<hr/>	<hr/>

8 Charitable activities

	Biennial Festival 2021 £	Biennial Festival 2020 £
Staff costs	499,076	431,858
Premises costs	47,976	67,640
Artist fees	39,801	26,787
Print, post and stationery	569	2,730
Telephone	2,839	5,710
Travelling	1,249	22,492
Legal and professional fees	15,984	11,200
Training	17,084	10,874
International exhibition costs	311,864	185,667
Marketing	91,613	38,645
Sundry expenses	1,475	3,083
	<hr/>	<hr/>
	1,029,530	806,686
	<hr/>	<hr/>
Share of support costs (see note 9)	29,293	64,634
Share of governance costs (see note 9)	82,222	87,104
	<hr/>	<hr/>
	1,141,045	958,424
	<hr/>	<hr/>
Analysis by fund		
Unrestricted funds - general	840,182	779,258
Unrestricted funds - designated	56,600	-
Restricted funds	244,263	179,166
	<hr/>	<hr/>
	1,141,045	958,424
	<hr/>	<hr/>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

9 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	24,639	75,942	100,581	58,748	82,544	141,292
Depreciation	4,654	-	4,654	5,886	-	5,886
Audit fees	-	2,820	2,820	-	2,350	2,350
Accountancy	-	3,460	3,460	-	2,210	2,210
	<u>29,293</u>	<u>82,222</u>	<u>111,515</u>	<u>64,634</u>	<u>87,104</u>	<u>151,738</u>
Analysed between						
Charitable activities	<u>29,293</u>	<u>82,222</u>	<u>111,515</u>	<u>64,634</u>	<u>87,104</u>	<u>151,738</u>

Support and governance costs are allocated directly to charitable activities.

10 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

Fees payable to the company's auditors:

	2021	2020
	£	£
Audit of the company's annual accounts	2,820	2,350
Non-audit services		
All other non-audit services	<u>3,460</u>	<u>2,210</u>

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration from the charity during the year (2020 - nil).

Expenses were reimbursed to 1 trustee amounting to £214 relating to travel costs (2020 - £1,726).

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Activities in furtherance of the charity's objects	14	12
Managing and administering the charity	3	4
	<u>17</u>	<u>16</u>

Employment costs

	2021 £	2020 £
Wages and salaries	610,028	559,430
Social security costs	35,885	49,411
Other pension costs	8,894	9,693
	<u>654,807</u>	<u>618,534</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,001 - £70,000	-	1
	<u>-</u>	<u>1</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

13 Tangible fixed assets

	Leasehold improvements £	Office Equipment £	Computer equipment £	Total £
Cost				
At 1 April 2020	124,067	27,934	79,019	231,020
Additions	-	-	2,766	2,766
Disposals	-	(27,270)	(64,305)	(91,575)
At 31 March 2021	124,067	664	17,480	142,211
Depreciation and impairment				
At 1 April 2020	124,067	27,712	73,399	225,178
Depreciation charged in the year	-	222	4,432	4,654
Eliminated in respect of disposals	-	(27,270)	(64,305)	(91,575)
At 31 March 2021	124,067	664	13,526	138,257
Carrying amount				
At 31 March 2021	-	-	3,954	3,954
At 31 March 2020	-	222	5,620	5,842

14 Financial instruments

	2021 £	2020 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	1,711,835	1,013,837
Carrying amount of financial liabilities		
Measured at amortised cost	182,281	141,535

15 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Other debtors	641,757	172,900
Prepayments and accrued income	24,992	50,567
	666,749	223,467

Within other debtors includes a provision for Corporation Tax Museum and Gallery relief claimed for the year ending 31 March 2019 totalling £162,244. This has subsequently been received in full post year-end.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

16 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other taxation and social security	3,373	10,221
Trade creditors	132,490	32,024
Other creditors	19,946	91,556
Accruals and deferred income	29,845	17,955
	<u>185,654</u>	<u>151,756</u>

17 Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to the SOFA in respect of defined contribution schemes was £8,894 (2020 - £9,694).

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

The income funds of the charity include restricted funds comprising the following balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds			
	Balance at 1 April 2019	Income	Expenditure	Transfers	Balance at 1 April 2020	Income	Expenditure	Balance at 31 March 2021
	£	£	£	£	£	£	£	£
IFA	-	-	-	-	-	8,232	(5,073)	3,159
Canada Council	-	33,577	(8,691)	-	24,886	-	(12)	24,874
Granada Foundation	-	5,000	-	-	5,000	-	(2,093)	2,907
SAHA	-	-	-	-	-	7,075	(4,225)	2,850
Strategic Touring	36,537	73,075	(66,217)	-	43,395	-	(43,395)	-
New North South - NNS	-	35,000	(41,514)	6,514	-	-	-	-
Creative Europe	37,197	-	(9,241)	-	27,956	-	(8,118)	19,838
ACE - Cultural Recovery Fund	-	-	-	-	-	285,460	-	285,460
LCC - Festival Enhancement	-	1,600	-	-	1,600	-	(1,600)	-
The Liverpool Bid Company	-	50,000	(24,684)	56,855	82,171	50,000	(47,371)	84,800
Monique Melloche Gallery	-	3,900	-	-	3,900	-	(2,399)	1,501
Henry Moore Foundation	-	9,000	(5,000)	-	4,000	-	(4,000)	-
Weston Jerwood Creative Bursaries	-	1,957	(1,957)	-	-	-	-	-
Art Fund	-	50,000	(11,414)	-	38,586	45,000	(9,042)	74,544
National Lottery - Awards for ALL	-	10,000	(1,829)	-	8,171	-	(500)	7,671
Brabners	-	10,000	(3,722)	-	6,278	-	(6,278)	-
Fluxus	-	9,000	(3,667)	-	5,333	-	(5,333)	-
Calouste Gulbenkian	-	8,420	(360)	-	8,060	-	(8,060)	-
Phileas	-	12,244	(870)	-	11,374	-	(11,374)	-
OCA	-	4,261	-	-	4,261	-	(2,931)	1,330
Swiss Cultural Fund	-	2,000	-	-	2,000	-	-	2,000
Q International	-	1,691	-	-	1,691	-	(1,691)	-
Prohelvetia	-	9,808	-	-	9,808	3,599	(5,618)	7,789
British Council	-	-	-	-	-	25,000	(6,123)	18,877
Block Universe	-	-	-	-	-	2,250	(2,000)	250
A-N	-	-	-	-	-	17,150	(3,600)	13,550

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds							(Continued)	
Ampersand	-	-	-	-	-	15,000	(15,000)	-
Medicash	-	-	-	-	-	5,000	-	5,000
Outset	-	-	-	-	-	20,000	(15,000)	5,000
Accion Cultural Espanola	-	-	-	-	-	12,614	(12,614)	-
African Arts Trust	-	-	-	-	-	3,635	(3,635)	-
Austrian Cultural Forum	-	-	-	-	-	4,000	(533)	3,467
Canad House - High Commission of Canada	-	-	-	-	-	2,500	-	2,500
Embassy of Mexico	-	-	-	-	-	750	-	750
Embassy of Netherlands	-	-	-	-	-	5,000	-	5,000
Embassy of Norway	-	-	-	-	-	2,189	-	2,189
Embassy of Sweden	-	-	-	-	-	3,000	(1,151)	1,849
Finnish Institute in the UK and Ireland	-	-	-	-	-	5,000	(5,000)	-
Frame	-	-	-	-	-	4,371	(4,371)	-
Hong Kong Economic and Trade Office, London	-	-	-	-	-	8,333	-	8,333
Italian Cultural Institute	-	-	-	-	-	2,000	(2,000)	-
Ministry of Taiwan	-	-	-	-	-	20,400	(2,950)	17,450
Mondriaan Fund	-	-	-	-	-	9,297	(1,098)	8,199
PAC	-	-	-	-	-	1,471	(75)	1,396
VIA Art Fund	-	-	-	-	-	17,886	-	17,886
	<u>73,734</u>	<u>330,533</u>	<u>(179,166)</u>	<u>63,369</u>	<u>288,470</u>	<u>586,212</u>	<u>(244,263)</u>	<u>630,419</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

(Continued)

Phileas - Funding to support for Ines Doujak's participation with Liverpool Biennial 2021.

IFA - Funding agreement to support David Zink Yi, Jutta Koether, Ligia Lewis and Reto Pulfer.

Canada Council - To support the presentation of Nep Sidhu, Jes Fan and Ayesha Hameed at Liverpool Biennial 2021.

Granada Foundation - Grant received towards 2018 Children's Biennial 'Time Moves Quickly' arts programme.

SAHA - Donation to support Kekeca.

Strategic Touring - Grants towards a development programme for artists

New North South - NNS - Exchange programme between UK and Lahore Biennale, Karachi Biennale, and Dhaka Art Summit.

Creative Europe -Perennial Biennial collaborative organisational development and research.

ACE CRF - Grant received from the Arts Council to support the arts and culture sector during the COVID-19 pandemic.

LCC - Festival Enhancement.

The Liverpool BID Company - BID and LB agreed to work together to improve the public realm in the commercial BID district by developing a public realm strategy and implementing a programme of contemporary art in the public realm. A transfer has been made in the current year to reallocate the project opening balance at 1 April 2019 from unrestricted to restricted funds.

Monique Melloche Gallery - Donation towards supporting Ebony G. Patterson for Liverpool Biennial 2021.

Henry Moore Foundation - To support Holly Hendrys commission for 2018 biennial and Teresa Solar at LB2021.

Weston Jerwood Creative Bursaries - Final 15% of Jerwood cost for LB Education Assistant (Kayt Hughes).

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

(Continued)

Art Fund - LB and Bury Art Museum Commissioning project with artist Daniel Steegman Mangrane.

National Lottery - Awards for All - Education programme related to Jorge Menna Barreto's project.

Brabners - Presentations of Luisa Ungar, Ines Doujak, Linder and Ligia Lewis.

Fluxus - To support Resilience Garden by Mohamed Bourouissa for LB2018 and Laura Huertas Millan and Camille Henrots participation to 2021 Liverpool Biennial.

Calouste Gulbenkian - To support the presentation of Portuguese artists Pedro Neves Marques and Andre Romao.

Phileas - Support for Ines Doujak's participation with Liverpool Biennial 2021.

OCA - To support the presentation of Ane Graff at Liverpool Biennial 2021.

Swiss Cultural Fund - To support the presentation of Reto Pulfer at Liverpool Biennial 2021.

Q International - To support the presentation of Invernemuto and Jim C. Nedd at Liverpool Biennial 2021.

Italian cultural institute – Presentation of InvernOumto & Jim C. Nedd at LB21

Ministry of Taiwan – Presentation of Luo Jr-shin at LB21

Mondriaan Fund – Presentation of Yael Davids at LB21

PAC - Presentation of Erick Beltran and Dr. Lakra at LB21

Via Art Fund – Presentation of Ebony G. Patterson at LB21

Prohelvetia - To support Reto Pulfer at Liverpool Biennial 2021.

British Council - To support Dr Lakra, Jorge Menna & Sonia Gomez

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

(Continued)

Block Universe – Participation in a Performance Research Network

A-N – Delivery of artist bursaries

Ampersand – Presentation of BOSS at LB21

Medicash – Presentation of KeKeÇa at LB21

Outset - To support Melanie Manchot at Liverpool Biennial 2021.

Accion Cultural Espanola - To support Teresa Solar and Daniel Steegman Mangrane at Liverpool Biennial 2021.

African arts Trust – Presentation of Larry Achiampong at LB21

Austrian Cultural Forum – Presentation of Ines Doujak at LB21

Canada House High commission of Canada – Presentation of Jes Davids and Ayesha Hameed

Embassy of Mexico – Presentation of Erick Beltran and Dr. Lakra at LB21

Embassy of Netherlands – Presentation of Yael Davids at LB21

Embassy of Norway – Presentation of Ane Graff at LB21

Embassy of Sweden – Presentation of Roland Persson at LB21

Finnish Institute in the UK and Ireland - Presentation of Jenna Sutela at LB21

Frame – Presentation of Jenna Sutela at LB21

Hong Kong Economic and Trade Office, London - Presentation of Jes Fan at LB21

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

19 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2019	Movement in funds Income	Balance at 1 April 2020	Expenditure	Balance at 31 March 2021
	£	£	£	£	£
Public realm works	69,532	-	69,532	(20,000)	49,532
Sustainability and resilience	150,000	-	150,000	(36,600)	113,400
	<u>219,532</u>	<u>-</u>	<u>219,532</u>	<u>(56,600)</u>	<u>162,932</u>

Public realm works - To provide funding for the continuation of Liverpool Biennial public realm works or fund their decommissioning.

Sustainability and resilience - This relates to establishing initiatives that will make step changes in the sustainability and resilience of Liverpool Biennial.

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

20 Analysis of net assets between funds

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:								
Tangible assets	3,954	-	-	3,954	5,842	-	-	5,842
Current assets/(liabilities)	757,822	162,932	630,419	1,551,173	404,646	219,532	288,470	912,648
	<u>761,776</u>	<u>162,932</u>	<u>630,419</u>	<u>1,555,127</u>	<u>410,488</u>	<u>219,532</u>	<u>288,470</u>	<u>918,490</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	17,799	14,369
Between two and five years	53,139	3,410
	<u>70,938</u>	<u>17,779</u>

22 Related party transactions

During the the year the trustees made a combined donation to the charity of £1,000 (2020 - £5,083) under the Patron Scheme.

There were no other disclosable related party transactions during the year (2020 - none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	151,227	279,366

23 Cash generated from operations

	2021 £	2020 £
Net Income / (expenditure) for the year (as per the statement of financial activities)	636,637	342,072
Adjustments for:		
Investment income recognised in the SOFA	(1,109)	(1,974)
Depreciation and impairment of tangible fixed assets	4,654	5,886
Movements in working capital:		
(Increase) in debtors	(443,282)	(61,244)
Increase in creditors	33,898	8,040
Cash generated from operations	<u>230,798</u>	<u>292,780</u>

LIVERPOOL BIENNIAL OF CONTEMPORARY ART LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

24 Company limited by guarantee

Liverpool Biennial of Contemporary Art Limited is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £10.