

Registered Charity Number

1100878

Registered Company Number

04653409

Plymouth Music Zone Ltd

Report and Accounts

for the year ended

31 March 2021

CHARITY COMMISSION

14 DEC 2021

ACCOUNTS
RECEIVED

Plymouth Music Zone Ltd

Report and accounts

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Plymouth Music Zone Ltd

Company Information

Directors

Paul Courtney - Chair of Trustees

Christopher Hunt – Vice-Chair of Trustees

Hilary Cragg

Joanne Higson

Christopher Hunt

Clare Pettinger

Christine Redding – resigned 4 November 2020

Nicholas Warren

Leadership team

Debbie Geraghty, Chief Executive

Karl Meyer, Music Programme Director

Glyn Fuge, Finance and Impact Director

Anna Batson, Creativity and Learning Director

Trustees' Report

For the year ended 31 March 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

a) Constitution

Plymouth Music Zone is registered as a charitable company limited by guarantee and was formed on 31 January 2003.

The company is constituted under a Trust deed and is a registered charity, number 1100878.

The principal objects of the company are to promote, maintain, improve and advance education by the encouragement of the arts including, without limitation, the arts of drama, mime, dance, singing and music.

b) Method of Appointment or Election of Trustees

Appointment and election of trustees is the responsibility of the Trustees who are elected or co-opted under the terms of the Articles of Association.

c) Policies adopted for the induction and training of Trustees

All Trustees receive an induction to Plymouth Music Zone from both the Trustees and the Chief Executive. Regular updates from the Charities Commission and other organisations are sent to the Trustees and Trustees are offered training on a regular basis to help them with their duties and to maximise their learning and development.

d) Pay policy for Senior Staff

Our pay policy reflects the ethos of the charity in attempting to attract the highest calibre of staff to maximise the depth of the impact of the challenging and diverse work we do in reaching out to engage the most vulnerable or marginalised groups across the education, health and social care sectors.

While we recognise that Plymouth Music Zone staff are not motivated or attracted solely by pay, we do want to ensure that the pay of all our staff remains fair and attractive enough to recruit and retain the necessary expertise, skills and passion required to operate successfully.

All pay rates and any benefits are agreed by the Board of Trustees. Pay rates were benchmarked by an independent consultant in 2012 who took account of job roles and responsibilities, comparisons to other similar charities and similar arts organisations as well as the pay ratios between different roles within the charity. Any benefits offered are aimed at ensuring the ongoing wellbeing and commitment of our team (including paid training, holiday, flexible working and health breaks as recommended by the Chief Executive).

Senior Manager Pay

Following the benchmarking process, pay rises were confirmed and all subsequent pay rates have adhered to this. External benchmarking data is also considered each year. Annual pay rises are only offered if the financial reports show that the charity has performed well and only if the pay rises are sustainable. Pay rises are also subject to satisfactory performance of all staff which is monitored through tailored performance development processes throughout the year. The Leadership Team is subject to the same criteria as all other staff within the charity. The Board of Trustees consider and approve pay rises. A restructure also upgraded job titles where appropriate and harmonised Leadership team pay levels to take full account of how those senior Director roles and responsibilities had developed in line with each other offering equal impact on the success of the work we do.

Plymouth Music Zone retained its Gold Investors in People (IIP) accreditation. We were the first arts organisation in the country to achieve the internationally benchmarked 'IIP6 level'. This reflects our ongoing commitment to invest highly in our staff at all levels as we are fully aware of the direct effect it has on quality and the impact on our beneficiaries. This further deepens our mission.

e) Organisational, Structure and Decision Making

The Board of Trustees administers the charity and meets quarterly. A Chief Executive is appointed by the Trustees to oversee the day-to-day operations of the charity. A Leadership Team of Plymouth Music Zone employees assists the Chief Executive in this process. To facilitate effective operations the Chief Executive has delegated authority approved by the Trustees for day-to-day running including finance, employment and operational related activity.

f) Risk Management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

OBJECTIVES AND ACTIVITIES

a) Policies and Objectives

Plymouth Music Zone (PMZ) is a multi-award winning community music charity with an outstanding track record developed since being first set up in 1999. Its 'Music Making a Difference' tagline describes a passionate mission that focuses on transforming lives through music.

Plymouth Music Zone is increasingly recognised as a model of socially engaged excellence both locally and nationally and even further afield contributing to international research. It works with up to 100 partner organisations annually using music as a tool to reduce social isolation and develop the emotional wellbeing and personal and social skills of the participants. It employs highly skilled Music Leaders who deliver a diverse range of interactive music-making workshops and high profile progression projects, performances and events that engage people in their own musical and social development. It also delivers bespoke training for musicians, teachers, community leaders and anyone else who shares its mission of using music to work with others to empower and bring hope and happiness to a diverse range of individuals and communities.

PMZ aims to work with those people most at risk of being marginalised in Plymouth, reaching on average 600 children and vulnerable adults every week through the delivery of 40 music activities across the city (pre-COVID figures). The work mostly focuses on wherever and whenever there is an identified need. As such, the charity works with a wide range of education, health and social care settings such as nurseries, children's centres, special schools, a domestic abuse refuge, psychiatric units, a centre supporting those living with homelessness, a local hospital and hospice, a Women's Addiction Recovery unit and many other places in the community including residential homes and sheltered housing schemes and with charities supporting groups living with the impact of neurological conditions. PMZ then creates opportunities to bring those people from its more targeted work together with others for a series of events and special projects through its 'Open Zone' strand. This happens at its community music centre located in Devonport, one of Plymouth's main areas of multiple deprivation.

95% of PMZ's music provision targets children and adults defined as being in 'challenging circumstances' with more than half of that delivery involving people with disabilities. The charity also houses one of the only specialist multi-sensory music studios of its kind in the region. PMZ has won a number of awards recognising the excellent and innovative nature of the work.

Since its inception, the charity has opened its doors to 6 Independent Evaluations and a research project with Plymouth University that has had international reach. It was also involved in a multi-disciplinary research pilot exploring singing for people with aphasia with the University of Exeter Medical School. All of this has provided powerful evidence of the deep impact of the work in developing and improving a broad range of areas such as self-

confidence/self-esteem, self-expression, communication and interpersonal skills as well as contributing to increased resilience and overall emotional wellbeing and the creation of what evaluators refer to as 'social and bridging community capital'.

Plymouth Music Zone is increasingly known as a flagship example of using the power of music and diversity to connect people to build a richer sense of self and community. It is the only arts organisation that sits on the Advisory Board of Plymouth University's Institute of Health and Community.

b) Strategies for Achieving Objectives

Plymouth Music Zone's overall strategy is to use music to make a difference to people's lives and to do so in the most effective way possible to maximise the positive impact on participants. As such, the majority of PMZ's delivery is targeted through working in partnership with other organisations to reach out to some of the most isolated or disadvantaged and vulnerable children and adults across Plymouth and beyond. By working in collaboration, PMZ succeeds in complementing existing provision to achieve more powerful outcomes for the beneficiaries in line with identified local needs and strategic objectives within the city. The added value and strong evidence base created by this work allows PMZ to access higher levels of strategic funding and income from private and public funders and donors through proving the profound impact of the PMZ approach in helping people to navigate or overcome some of their most challenging circumstances.

Increasingly, the charity is also attracting young people and adults alike who have chosen to learn music within the context of a leading community music organisation offering richer musical and social experiences that also promote kindness, tolerance, diversity and equality. This allows opportunities for people to be connected to PMZ's other strands of work through the many performance and other platforms that bring its targeted and open strands of provision together. This deepens the charity's social mission even further and strengthens its added value as an example of music learning within a diverse and socially inclusive environment.

PMZ's overall vision and strategy is backed up by a financial strategy that aims to continue diversifying PMZ's income and supporter base. This is done through maintaining a fundraising pipeline that sets out to develop further income in the areas of Public Grants, Trusts and Foundations, Individual Giving and Earned Income/Commissioning. This serves the delivery of PMZ's current 4 year strategic vision described within *PMZ's Next Big Plan 2018-2022*.

1.0 ACHIEVEMENTS AND PERFORMANCE

a) Key Financial Performance Indicators

In line with the third year of PMZ's 2018-2022 Business Plan and the annual aims for 2020-2021, the financial aims the Leadership Team and Trustees wanted to achieve were:

- **Maintain a fundraising pipeline throughout the year in the 4 areas of Public Grants, Trusts and Foundations, Individual Giving and Earned/Commissioned income with the aim of securing an annual income of £407,000.**
- We did not adjust the target but recognised with the unknown impacts of the pandemic, that it was certain that the financial picture would change hugely. This is evident by the fact that the aim was not achieved.
- PMZ ended the year with a total income of **£364,842** with a retained surplus of **£21,254**. The unstinting support of existing funders, additional funds from ACE and much valued financial support from the local authority with its business grants has enabled us to weather the reduction in earned income of approximately 20% of its average amount. The Job Retention Scheme from October onwards also enabled PMZ to support staff and the organisation as a whole. Savings were inevitably made as a result of the building being closed and the move away from in-person working.
- The Chief Executive was on long term sick leave from June 2020. In her absence, remaining staff in the Leadership Team led the project with the support of the Trustees.
- Thanks go to our Development Director who had agreed to work on a part time basis for 6 months after obtaining another post in February 2020. She left us in July 2020. Our part-time Development Manager retired in August 2020. The Leadership Team and Finance Officer took on the challenge of fundraising.
- Recruitment of a new Development Director was twice unsuccessful. The Trustees and Leadership Team agreed that a Fundraising Manager would better suit the existing financial climate and organisation. Interviews were set for 30 April 2021 with a proposed start date of June 2021 for the successful candidate
- Our income target for 2021/2022 is £410,500. This will be subject to amendment in response to the COVID-19 situation.
- For the year 2020/2021, unrestricted funds are £233,990.

b) Review of Activities

Plymouth Music Zone usually delivers tailored interactive music activities on both a weekly and more concentrated basis in the form of group and one-to-one workshops, special projects, events and commissioned work. In addition to a smaller programme of open access activities via 'PMZ's Open Zone', PMZ's more targeted needs-led work focuses delivery to a diverse range of disadvantaged children and vulnerable adults in collaboration with a network of other health and social care organisations as well as arts organisations and education and statutory authorities.

PMZ also trains, employs and increasingly supports a growing hub of community Music Leaders dedicated to a socially engaged practice that uses music to reduce social isolation

and improve the skills and health and wellbeing of participants within their diverse communities. As a charity and social enterprise, the organisation also provides bespoke training for a range of music educators and partner organisations to share the use of music as a tool to reinforce skills development in many areas, particularly as a support for participants during difficult transitional times.

Plymouth Music Zone delivers these life-enhancing opportunities on a weekly and ongoing basis to individuals and communities facing challenging circumstances. The charity reaches out to a diverse range of people of all ages in a broad variety of community settings, as seen further down in the diagram in the Vision, Mission and Values section 4.1

Examples include:

- Early Years Music
- After School Activities / Outreach
- SEN/Disabled delivery – children and adults
- Youth Offending / Youth Services
- 'At Risk' young people
- Young people not in education, employment or training (NEETs)
- Music Industry and Careers Advice
- Signposting and Progression Routes
- Young people and families facing difficult transitions
- Families suffering bereavement
- Women and children who've experienced historic trauma or abuse including domestic or sexual violence
- Isolated carers and those they care for
- Children and young people with serious illnesses
- Schools and FE Colleges
- Work Experience/Training for musicians & others
- Adults and children experiencing mental health issues, including working in the only tier 4 Psychiatric Unit for adolescents in the South West
- Black and Minority Ethnic Groups at risk of marginalisation
- Older people living with complex needs including those living with dementia and neurological conditions
- People living with homelessness
- Drug and Alcohol recovery and wellbeing unit for mums and babies
- Building communities for isolated groups eg refugees and asylum seekers including creating Plymouth's first LGBT+ choir
- Progression projects for talented music makers
- Intergenerational events
- Learning Partnerships with national organisations to share inclusive approaches

However, the pandemic changed everything. PMZ closed its building in March 2020 in line with government guidelines. We retained all staff and with the support of existing funders, started to implement a range of options to continue working in some way that developed over the course of the year. These included:

- Roll out of existing remote (home) working computer access to all core staff.
- Zoom accounts to use by staff to continue with essential meetings, team meetings, training and of course workshops with participants.
- Extraordinary Times Programme developed throughout the year. This shift to other than in-person work took into account staff and participant needs and desires for the best way to keep in contact, continue working and continue with workshops. For participants this included phone contact, email contact, digital workshops, a brief period in the summer of 2020 when outdoor workshops were delivered to some of our participants, social media contact and uploaded clips of music by PMZ staff.
- In the background, the PMZ team strove to provide a safe and supportive new way of working, mindful that we all desperately wanted to get back to something like we had before. Managing expectations of staff was something we had underestimated. With the gradual realisation that this wasn't going to be over any time soon, staff experienced almost every emotion imaginable – reflected in how the whole country was feeling. The expression of blind hope that everything would be back to normal in a minute by some was a challenge to deal with. Nearly all members of staff had that feeling at different times through the year and the inevitable realisation that it wasn't going to be so led to low moods and sometimes depression. However, the contact with participants, each other and partner organisations fuelled resilience.
- For the Leadership Team, it was business as unusual! More of the same but a different way of doing it and getting there. Not without its frustrations but the letter or email of thanks from a participant, the kind words from a funder, some funding we hadn't expected, honest sharing with other organisations were highlights. PMZ Trustees were invaluable in their support whilst they juggled their own careers and lives.
- It didn't take long for PMZ staff to realise that there were elements of this enforced lockdown that we might want to keep, to remember the learning that was taking place, to look honestly at what we missed most and that was easy – it was our participants and each other. As we worked our way through this, we realised quickly that the coming back for some participants and indeed staff would be incredibly difficult for a whole host of reasons. We realised then how long a haul it was going to be and that for some it wouldn't be business as usual for a long time to come, if ever. Working with the most vulnerable and at risk communities meant that PMZ would take longer to return to work than some other organisations in the same way. Likewise, a high percentage of PMZ staff have disabilities, some were choosing to think about how they wanted to work in the future, a continuation of homeschooling, a change in their health forcing a decision they had not anticipated, family members losing their jobs and many more reasons including greener options for future working, attracting staff and Trustees from further afield with the aid of Zoom meetings.

- As the year progressed, PMZ was making plans to reopen the building, starting a slow and phased return to in-person working, how the staff wanted to work. More importantly was thinking about what we wanted to keep doing, what we wanted to stop doing and what we wanted to do differently. That has informed PMZ's flexible plans for 2021/2022.

2.0 LOOKING BACK - Key achievements from 2020/2021 include:

PMZ sets out to work with a diverse range of participants including work with children and families who've experienced traumatic events and circumstances including domestic abuse, sexual violence, addiction and those navigating health challenges including dementia, brain injury, neurological conditions and life-limiting illnesses. There has been a year on year increase of participants living with a mental health condition ranging from low mood, depression through to schizophrenia and psychosis.

As part of the mission, PMZ also helps tackle isolation by creating new musical communities for refugees and asylum seekers and an LGBT+ singing group. PMZ co-creates solutions with partner organisations to achieve change. Participants from targeted work then come together for events/special projects with others through an 'Open Zone' strand at PMZ's community music centre located in one of Plymouth's most deprived areas.

PMZ's commitment to working with a diverse range of participants is also reflected in its diverse workforce. This was recognised in the Annual Review from Arts Council England where PMZ achieved an Outstanding rate for the Creative Case for Diversity.

In its time, PMZ has opened its doors to 6 Independent Evaluations with the 7th being delayed by the current pandemic. It has completed two internationally significant research projects with Plymouth University and the University of Exeter Medical School evidencing the powerful impact of music on individuals and communities. The research proves PMZ actively builds "social and bridging community capital" and "meaningful connections" across the city – 10 new connections for every person attending.

All of the above demonstrate key achievements looking back.

In 2020/2021, achievements include:

This year, PMZ had to engage differently with its participants.

- Email and phone wellbeing calls reached 372 people.
- Zoom workshops and tailored workshops on DVDs reached 634 participants.
- Resources, short films, poetry and photography – were hosted on PMZ's website and social media reaching some 7,300 contacts.
- PMZ's Operations Manager started a weekly Music Quiz, his love of all things music quickly spreading far beyond our imaginings and reaching approximately nearly 300 people a week.
- **Over 95%** of PMZ participants reached are considered to be 'in challenging circumstances' (e.g. living with health issues or disabled or residing in areas that are high on the indices of multiple deprivation etc).

- **Arts Council England National Portfolio 2018-2022:** Year 3 of Arts Council England National Portfolio funding saw the continuation of groups digitally for example: Plymouth Proud Voices, the LGBT+ singing group; Digital Orchestra for experienced and talented disabled musicians to create new music together; Musical Misfits for musicians over 55 years of age who had practised hard to perform at the Tate Gallery in London as part of Flourishing Lives “Change the Age/nda” weekend event but this was cancelled due to the pandemic. NPO investment has also seen PMZ continue to share its inclusive practice as a flagship diverse led organisation that values lived experience at its core. PMZ is well above the national average figures in terms of representation within the sector of those with protected characteristics at all levels within an organisation.
- **The Practising Well Award 2020. Culture, Health and Wellbeing Alliance (CHWA)** CHWA said “As a judging panel we were collectively really moved by the evidence of care and support for creative practitioners across all the projects we looked at and discussed. It was noticeable how good practice is evident particularly within music and it was discussed how great it would be to see other art-forms taking up some of the approaches evident in the award shortlist: residential, training, peer to peer mentoring and supervision which take into account both the financial and support needs of creative practitioners.

PMZ has created a model of support which is embedded within its structure and workplace culture and in so doing we felt raised the support expectations of creative practitioners. We feel this model has the potential to be widely adapted and applied to other organisations working in arts for health and wellbeing.

PMZ was incredibly proud to win this award. It seemed to express one of the three main goals throughout COVID –support our staff, support our participants and, lastly, do everything we could to ensure that PMZ emerged whole and ready to go when the pandemic was over.

The award ceremony took place via Zoom but was just as moving as if we had been in the actual room. At the same idea, it gave us ideas on what we might be able to do musically with a large group of people in a Zoom room.

- **Team Meetings and Music Leader Support events** continued online. These proved invaluable to get all the staff together, to keep everybody updated but more importantly, to listen to the ups and downs that each person experienced. All staff felt disconnected from their participants at times, missing the vital connection that had existed. As one person said, “it is like working in 2D rather than in 3D”. Many mentioned a sense of grieving and this was certainly echoed by our participants.

There was also vital training and support delivered to facilitate good quality digital workshops, skilled filming and editing and making resources. Incredibly, the year became a time of great creativity, a different way of working for the whole team and this is something that we will take forward into the future.

A Selection of Musical Achievements for 2020-2021:

Right from the start, some work carried on. One example of this was the 1-1 workshops with Pat, an 85 year old blind lady and Dave, PMZ music leader. Early on in the lockdown, Dave telephoned Pat to see how she was doing. They quickly realised that it might be possible to continue learning after all using some basic technology – a good old fashioned landline telephone, a piano and Dave’s precisely tuned supersonic hearing! Pat wasn’t able to use Zoom or other online platforms that involved a computer. It hasn’t been without its problems with Dave learning to work with Pat without seeing her – something he realises Pat has been doing all her life. It has had its funny moments, Pat’s phone fell off the piano during a session and Dave explains *“I’ve had to shout to her “I’m over here, I’m over here” until she manages to scrabble for the phone and continue the lesson!”*

Pat played Bach’s ‘Prelude No 1’, a piece she had been learning with Dave, to her sister over the phone who lives on the other side of the country. Her sister said she was going to share these lovely few moments with other family members, including one who is a music teacher. Pat regularly plays to her nephews and nieces, sharing her love for the piano with them. She said her sister often tells her how proud she is of what she’s achieving.



Hope has been a theme that has been present throughout lockdown on this musical journey with Pat. It has had an impact on PMZ staff and staff where she lives who find knowing that she is still engaging regularly with PMZ gives everyone a real boost. The full story is here: <https://plymouthmusiczone.org.uk/hope-and-a-piano-2020/>

The Knowledge Exchange project with Plymouth University started during the pandemic. PMZ is a partner in this 2 year project with music students attending selected PMZ workshops. The students learn what community music making is, how PMZ uses music to make a difference in many ways, what issues might confront the students. In return, PMZ learns from the students, seeing how participants interact differently with the students, what can we be doing better, what can we share, sometimes having a very accomplished musician with a different specialism in the room that we don’t always have access to. It has also further deepened the research and learning relationship with Plymouth University.

One student, Emily, said: "Prior to connecting with Plymouth Music Zone, I found it intimidating to talk to people who were 'different' to me because I felt that I might not have known what to say, or have been able to understand them, or for them to understand me. With Baton Beats being such an inclusive group, it showed me how to let go of that anxiety and just enjoy talking to anyone and everyone. It made me appreciate that everybody has a story to tell and an interesting personality to get to know. This became one of my favourite things about PMZ." Full story here: <https://plymouthmusiczone.org.uk/a-completely-different-outlook-on-how-music-can-change-peoples-lives/>



Moving Sounds in pre COVID times was a group for adults with disabilities making music with movement. It moved on line fairly quickly and here is a photo of the one of the workshops. Sophie through the Knowledge Exchange Project said: "How are you? That's the question asked at the start of every Moving Sounds workshop. It felt a bit surreal to me to begin with because it's so different to the style of sessions and rehearsals that I am used to. When participants of 'Moving Sounds' were asked if they had enjoyed the online sessions due to the lockdown measures in place, they responded saying 'I like seeing my friends every Thursday' and that they enjoy having a creative space to make music. The participants are so upbeat and always put a smile on my face which lasts long after the session is over for the day." Full story here: <https://plymouthmusiczone.org.uk/guest-blog-how-are-you/>



PMZ's two bereavement groups – In the Zone (St Lukes Hospice) and Brighter Skies (PMZ) continued in different formats with contacts with In the Zone, whilst Brighter Skies held workshops online. Both groups could access either or both options. The workshops are for adults living with bereavements – which could be recent or some time ago. Rachel tells her story here. Blog here: <https://plymouthmusiczone.org.uk/music-grief-colour-words/>



In the brief window of restrictions relaxing, PMZ was able to engage with some groups in person. On sunny days we have taken workshops to the park or set up in the home gardens. As autumn brought wet days we were still finding ways forward.

At Astor Court there was a sheltered spot where music could be delivered through a doorway to our distanced participants, in small groups of six at

a time. Flexible hours means that if it is rainy one day then we can reschedule for another day in the week.

"It's great to sing all these songs again. I've really missed this and really missed being able to get together with people." ~ B. resident of Astor Court

Full story is here: <https://plymouthmusiczone.org.uk/music-residential-homes/>



In the early Spring of 2020, just before the pandemic started, PMZ began working on a NSPCC-funded project. Three different music leaders were to work alongside year 10 students from MAP (Marine Academy Plymouth) to create a song with the young people that discussed consent and sexual health, but from a teenager's perspective. After only a few workshops, lockdown started so everything moved online. The project was still a success but not as originally envisaged. Highlights from some of the young people were:

- 'Happy with the track- happy with how it sounds'
- 'How it brought people that don't usually talk, together'
- 'It's been brilliant, due to my disability, this has been the only interaction with other people during lockdown'

For the full story, please click here: <https://plymouthmusiczone.org.uk/nspcc-young-voices/>

Many participants didn't want to or couldn't engage digitally. In these cases, PMZ tried its best to do things differently – by creating resources for groups, hosting videos made by PMZ staff that could be accessed to join in with whenever they wanted, and creating tailored films for particular groups.

An example of these was a series of films for families with young children to sing along with, try new ideas and make instruments. These two links show how to make one of the instruments and then a film to use the instruments:

https://www.facebook.com/202538829782509/videos/4130654520335991/?so=channel_tab&rv=all_videos_card

https://www.facebook.com/202538829782509/videos/798541647460561/?so=channel_tab&rv=all_videos_card

Printed monthly content and music activity packs were sent out to 6 residential settings in an effort to reach out to those unable to get online, as well as 'In-The-Zone' (Bereavement) together with a number of individuals who had requested them. Printed activity packs were delivered to Sensory Sounds participants and music equipment was loaned where appropriate to participants within groups meeting on-line.

Sensory Sounds, a PMZ activity for children with complex disabilities, used to meet every week in the Sensory Music Station at PMZ to be musical. There was no one solution to working the group during lockdown – interactive workshops online wouldn't work for all so PMZ created a mixture of resources that were delivered to the families, along with films and recordings so that each family could take part in a familiar workshop whenever they wanted as well as occasional interactive workshops through Zoom.

<https://www.facebook.com/PlymouthMusicZone/photos/a.208817852487940/3634862393216785/?type=3&theater>

What became immediately obvious was the essential contacts through social media, email and the telephone.

Samples of weekly content include:

One of the most viewed films came from PMZ's Creativity & Learning Director who fully embraced different ways of creating music

https://www.facebook.com/202538829782509/videos/222889052553937/?so=_channel_tab&rv=all_videos_card

All Choice Tuesday – where anyone can send in a request for a song that means something to them, then performed by two PMZ music leaders, Simon and Paul, with the film as part of the Extraordinary Times Programme on PMZ's social media.

https://www.facebook.com/202538829782509/videos/441105160431785/?so=watchlist&rv=video_home_www_playlist_video_list

Voices from the Community was an opportunity for PMZ's community to get involved. The Winter Song was very popular with people sending in words, pieces of their own music and their own lyrics for PMZ music leader, Josie Newton, to create something for everybody to enjoy.

<https://plymouthmusiczone.org.uk/end-of-2020-songwriting-challenge/>

Rob Tilsley, PMZ's Intergenerational Coordinator, shared his journey of living with Tinnitus and hearing loss. This has touched many people and has raised the issue of how to take care of your ears when you are a musician or love music.

<https://www.facebook.com/PlymouthMusicZone/posts/3236717796364582>

The surprise hit of the year were the Music Quizzes compiled by PMZ's Operations Manager, Steve Blake. Steve sends out the Quizzes each week, particularly to those that found it difficult to take part in online, and they have travelled quite a way – a lot of the UK,

over to Europe, and the USA. The Quizzes have become a bit of a hit in a hospital in the USA where they are used as a stress buster.

They have become a good way to keep in touch with our participants, their families, PMZ staff and their friends, and stakeholders. It will be one of the things that will carry on after the pandemic.

<https://www.facebook.com/PlymouthMusicZone/posts/3236717796364582>

And finally, one of many projects that didn't quite happen - Flourishing Lives Tate Exchange – 'Change the Agenda'

PMZ has had fruitful learning exchange visits with Flourishing Lives, a London-wide charitable coalition of organisations taking a creative, relational approach to supporting richer, more independent lives for older people. As a result, PMZ were invited to take part in an annual weekend of arts at the Tate Exchange. After speaking with The Musical Misfits, a group of experienced, older musicians, a weekly activity at PMZ, they were enthusiastic. Due to health and family circumstances, half of the group could not travel to London but the other half were very keen. It seemed an ideal opportunity to start planning for a digital hook up between the two halves – one playing in the PMZ building and the other at the Tate Gallery. Pieces of music were chosen, extra funding was being sought for travel expenses and then COVID was here. Reluctantly, the event was cancelled and of course, PMZ closed its physical doors but the groundwork is there to take up again when we can do something similar.

Misfits continued to meet online and the participants said how much they valued the opportunity of "seeing" each other. As with all our groups, some participants preferred to wait until in-person workshops started again. However, they have continued to make music until that time arrives.

2.1 LOOKING BACK – past year's progress against 2020/2021 annual aims.

Understandably, the pandemic impacted hugely on the progress against annual aims. We had expected this but had hoped that we would be back to in person music making by the end of the year. This was not to be. However, delivery continued in a different way, contact was maintained with staff, participants, stakeholders and partner organisations. All aims were revised to take account of the pandemic restrictions.

Every year via consultation with our team, participants and stakeholders we celebrate any successes from the completion of the previous year's aims as well as identifying any valuable learning from any aims that may need to be restated or any setbacks or challenges we've experienced along the way. As always, we feel being fully open about our own learning will allow others to benefit from our continued commitment to transparency, self-reflection and progression.

The organisation remains resilient and passionate in the face of change knowing there are always opportunities to deliver our mission in even more effective, innovative and creative ways.

(1) PROGRAMME & PARTICIPANTS: Wider and Deeper

IMPACT A BROAD RANGE OF PARTICIPANTS AND PARTNERS IN MORE TARGETED WAYS THROUGH INCREASED DEPTH & QUALITY OF MUSIC DELIVERY TO FURTHER DEVELOP AS A SOCIALLY ENGAGED COMMUNITY MUSIC ORGANISATION REACHING OUT TO THOSE WHO NEED IT MOST

- 1.1 Over the year, deliver a diverse range of over 500 creative music making activities to over 1000 targeted participants continuing to engage the most isolated groups with least arts provision ensuring timely and impactful delivery across all programmes by March 2021. **Achieved.**
- 1.2 2 celebration events (Summer 2020 and Christmas 2020) and 4 performances on line. **Achieved.**
- 1.3 Improve communication between music leaders and staff in both directions by looking at different communication methods, preferences and clear expectations. **Achieved.**
- 1.4 Update the Music Leader Code of Conduct with the team by Feb 2020 and design more effective and explicit ways of working with care and support staff within sessions and external settings to improve our inclusive practice, including exploring the idea of using 'Creative Enablers' to maximise participation. **Part Achieved. Code of Conduct amended to accord with new ways of working. Exploration of Creative Enablers to be restated.**
- 1.5 Implement remote working systems for all staff, offer digital experiences to all participants, explore streaming options for the future. **Achieved.**

(2) PEOPLE: Capacity and Skill

GROW A DIVERSE, HIGHLY SKILLED AND SUPPORTED WORKFORCE DEDICATED TO USING THE EMPOWERING NATURE OF MUSIC TO ENHANCE SKILLS, HEALTH & WELLBEING AND SOCIAL INCLUSION

- 2.1 Ensure ongoing peer support, capacity building and skills sharing activities for sessional Music Leaders through shadowing, the PMZ Peer Pick programme, 3 tailored PMZ Skills Pods by Dec 2020 as well as 3 Team Days by March 2021. **Achieved.**
- 2.2 Continue to develop feedback cycles between stakeholders, PMZ's Music Programme Director and Music Leaders by Dec 2020 to deepen stakeholder reflection and engagement and to ensure appropriate risk management in particularly challenging settings. **Part Achieved. To be Restated.**
- 2.3 Continue to increase development and sessional opportunities for existing and new Music Leaders to improve PMZ's diverse workforce pipeline as part of our artist development work via the Arts Council England's 'Creative Case' - to include more targeted opportunities for skills development of BAME, disabled and LGBT Music Leaders as well as those from underrepresented socio-economic backgrounds. **Part Achieved. To be Restated.**
- 2.4 Continue to improve support structures for Music Leaders and core team by Dec 2020 by securing external supervisors/coaches/pastoral support where needed and by creating national sector links to increased wider agenda around Musician Wellbeing. **Achieved**
- 2.5 Creation of an organisational Digital Strategy and completion of individual 'Digital MOTs' by Dec 2020 to improve effectiveness and confidence. **Part Achieved. To Be Restated.**

(3) PERFORMANCE: Quality and Impact

IMPROVE QUALITY AND IMPACT TO ENSURE PMZ BUILDS SECTOR LEADERSHIP AS A PASSIONATE 'LEARNING ORGANISATION' THAT WIDELY CONSULTS ON WHAT IS NEEDED, ACTS ON WHAT IT FINDS AND SHARES WHAT IT HAS LEARNED

- 3.1 Extraordinary Times programme in response to the pandemic – reflect, evaluate and innovate based on findings – by March 2021. **Achieved.**
- 3.2 Improve the format of TEMPO youth forum to better match young people's patterns of engagement by March 2021 and announce 3 more 'Music Advocates' by March 2021 to raise the profile of older people and the impact of music on wellbeing. **Not Achieved. To be Restated.**
- 3.3 Complete evaluation by March 2021 of interim learning from our National Lottery Community Fund 'Changing Tunes' programme exploring the impact of COVID on

an intergenerational and diverse community, led by an inclusive and diverse staff team. **Part Achieved. To be Restated.**

(4) PROMINENCE: Distinctive & Sustainable

DEVELOP FURTHER AS A DISTINCTIVE & SUSTAINABLE ORGANISATION THAT BECOMES A FLAGSHIP INTERNATIONAL CENTRE OF EXCELLENCE FOR COMMUNITY MUSIC AND WELLBEING – OPEN TO EVERYONE

- 4.1 Maintain a fundraising pipeline throughout the year in the 4 areas of Public Grants, Trusts and Foundations, Individual Giving and Earned Income as described in the Fundraising Plan to secure £350,000 income by 31 March 2021. **Achieved.**
- 4.2 Begin implementation of Individual Giving pathways, with specific focus on Community fundraising, Legacy fundraising, developing stewardship materials and delivering a High Net Worth Individual (HNWI) giving programme. The latter supported by CAF Advisory secured via Lloyds Foundation Enhance programme. **Not Achieved. To be restated.**
- 4.3 Recruit a further 2 Trustees by March 2021 through targeted and open recruitment where needed and to increase expertise around any identified gaps and broaden diversity of Board. **Not Achieved. To be restated.**
- 4.4 Deliver marketing strategy focussed increased creation and distribution of high-quality creative content to support participant sharing especially around the Arts Council England's 'Creative Case'. **Achieved.**
- 4.5 Develop the PMZ website by December 2020 with improved accessibility fully optimised for mobile to allow for proper user testing ahead of more extensive improvements for wider marketing and income generating functions. **Part Achieved. Further development to improve accessibility to be restated.**
- 4.6 Define and roll out systems required to support the diversification of income generation and increased marketing impact by March 2021. This includes, but is not limited to, the CRM system, digital asset management, Google Analytics, reporting dashboards, etc. **Part Achieved. To be restated.**

(5) PRODUCTS: Training and Enterprise

FURTHER DEVELOP PMZ'S TRAINING AND ENTERPRISE INNOVATION STRAND TO LEAD TO THE SUSTAINED CREATION OF MISSION LED INCOME GENERATING PRODUCTS

- 5.1 Increase opportunities for Leadership Team members to deliver at least 3 funded 'sharing learning' experiences by March 2021 to build in-house confidence and capacity for mentoring/consultancy that could increase PMZ's earned income. **Not Achieved. To be restated.**
- 5.3 Create and pilot new digital creative resource by December 2020 to support older people's music making that can be shared with the wider sector to increase PMZ's profile and the number of approaches for consultancy and tailored shared learning opportunities. **Part Achieved. To be restated.**
- 5.4 Be more explicit and enterprising about publicising PMZ's many partnerships across sectors and develop at least one new innovative corporate partnership by March 2021. **Achieved.**
- 5.6 Work with Plymouth City Council to develop the exploration of extending building lease and capital build fundraising options with Trustees/PMZ team by March 2021. **Not Achieved. To be restated.**

2.2 LOOKING BACK - Key challenges for Plymouth Music Zone in 2020/2021 included:

Fundraising capacity

Our Development Director left in February 2020 but kindly offered to support PMZ on a part time basis for 6 months to help recruit a new Development Director and also focus on applications to Trusts and Foundations. The pandemic delayed recruitment until the end of the year and it was agreed that recruitment should focus on a Fundraising Manager. The new Fundraising Manager will start in June 2021. The part-time Development Manager left in August 2020.

Another major impact has been the long term sickness absence of the Chief Executive. Fundraising was taken up by the Leadership Team with extra support from the Finance Manager. However, many emergency COVID funds were not suitable for PMZ but we were able to attract other funding. In particular, local government support and the JRS proved vital along with savings that were made by the building being closed and delivery moving online.

Income diversification

The focus remained on increasing funding from Trusts and Foundations and COVID emergency funding.

COVID-19

Like everybody, this wasn't a challenge that PMZ had ever anticipated. However, we were able to transfer our delivery in different ways and by the end of March 2021, we felt confident in what we were delivering. Inevitably, Zoom fatigue had well and truly settled in and was not exclusive. Everybody – participants, families, staff, volunteers, partner organisations – was feeling it. However, with no confirmed end in sight, we continued to deliver as best we could and helped each other to continue.

As with so many organisations, we are now looking at a hybrid return with a mixture of remote and building based working with in-person delivery mixed with digital support. Some participants reported that they couldn't envisage a time when they would feel able to attend in-person workshops and we will be taking those views into account when restrictions start to ease.

3.0 FINANCIAL REVIEW

As expected, PMZ experienced a large reduction in voluntary and earned income during the financial year due to the pandemic. However, with the support of local authority grants and JRS, along with continued support from existing funders and some new funding, and savings due to the restrictions, resulted in a positive year end position.

The Trustees do not consider the assets of the charity impaired at the year-end as a result of the pandemic and believe the charity is a going concern after examining confirmed future income and expenditure models. However, the next financial year will be difficult to predict.

Plymouth Music Zone continues to use a business model based on full cost recovery principles and we are continuing to diversify our income base. As mentioned, this business model uses an hourly rate system and has been fully supported by all our major funders. PMZ's extensive partnership work ensures we are maximising our opportunities to develop new strategic stakeholders vital to our future sustainability.

In summary, at the end of the 2020/2021 financial year, the Statement of Financial Activities shows our reserves standing at £260,401 (2019/2020 £239,147).

Reserves Policy

The charity has a number of projects that span financial years and are funded by various sources for specific activities. These funds are Restricted Funds, the projects and fund balances are shown in Note 13 - Statement of Funds, in the accounts.

The Trustees are aware of the need to retain general unrestricted funds wherever possible. Considering current needs and following an extensive risk analysis of the organisation and the present economic climate, the Trustees have decided that unrestricted reserves should be designated in order to cover any of the following eventualities:

- **Development Fund** - To meet any deficits not covered by income in any one year and to enable the Charity to continue its operations in the event of major withdrawal of external funding, the Charity considers it prudent to establish reserves to support 3-6 months trading against average anticipated annual expenditure of £450,000 (to be revised annually).
- **Buildings and Repair** - To meet major items of unforeseen expenditure including repairs or renewals of the building and equipment.
- **Redundancy and Staff Costs** - To meet any exceptional staff related costs such as redundancies and legal costs.
- **Innovation Fund** - To enable the Charity to develop new cutting-edge projects or help secure funding to do so.
- **Unrestricted Fixed Asset Fund** - To hold a fund for unrestricted assets purchased so as not to burden future funding with the depreciation costs.

The Trustees consider the level of designated funds to be achieved should be £225,000 allocated as follows:

	Target figures	2020/2021 figures
● Development Fund	£110,000	£85,193
● Buildings and repair	£40,000	£30,000
● Redundancy and Staff costs	£45,000	£60,000
● Innovation fund	£20,000	£10,000
● Unrestricted fixed asset fund	£10,000	£48,797

The current levels of Designated Reserves are detailed in the Statement of Funds, in the accounts and currently stand at £233,990.

Given the targeted investment in fundraising and marketing, the Trustees and Leadership Team are confident a comprehensive strategy is in place to maintain designated reserve levels in future years and will monitor this closely in light of the ongoing economic uncertainty.

Principal Funding

Arts Council England National Portfolio 2018 – 2022

Funding to encourage a diverse range of people to engage with music both as staff and participants, be inspired and creative. This funding also supports the growth of different income pathways and increased sharing and dissemination with the aim of developing Plymouth Music Zone as an International Centre of Excellence of Community Music and wellbeing.

National Lottery Community Fund (formerly Big Lottery Fund Reaching Communities)

'Changing Tunes' uses the power of music to reduce isolation by breaking down barriers to interaction and understanding between the generations. It aims to change and enhance peoples' perceptions of themselves as well as others. It does this by reaching out to help empower the most vulnerable groups through shared musical experiences. It then links older people with marginalised school pupils and other diverse community groups to widen social horizons and increase older peoples' influence and everyone's wellbeing.

National Foundation for Youth Music

Funding for 0-18 years (25 years with special needs/in challenging circumstances/transition) to access music making to develop self-confidence, communication skills, social skills and musical skills. Our 'Break Through Music' funding offers musical respite activities within the health and social care sector as well as investing in our Music Leader workforce to increase the quality and impact of the work while also supporting their wellbeing.

Plymouth City Council Children's Services

This targets children in Plymouth with disabilities and those on the autistic range with particular emphasis on out-of-school opportunities to allow families some respite time.

Trusts and Foundations

The 'Keep Singing, Keepsake' strand for older people is invested in by a number of private funders who have provided funding for music sessions at sheltered accommodation and residential homes for the elderly and those with dementia. The aims of this strand of our work are to increase emotional wellbeing, reduce isolation and loneliness, improve memory and dexterity and encourage involvement with the larger community including increasing intergenerational links. Recordings, both visual and audio, are provided to aid memory and serve as a memento for the participants and their families. Intergenerational sessions and performances are also included.

Material Investments Policy

The majority of funds are placed in high interest accounts.

4.0 LOOKING FORWARD - Future Developments

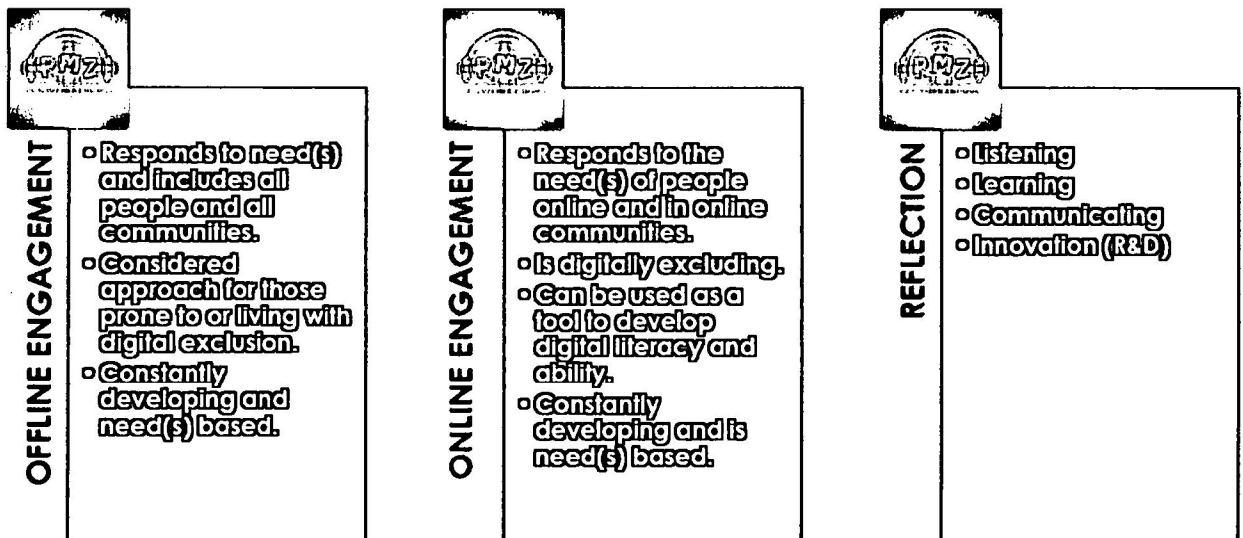
COVID-19

At the time of this Report, the pandemic situation is still very uncertain. PMZ is confident that it can satisfy its existing funders with the delivery it has been providing. As restrictions ease, the building will be reopened to its participants and staff. This will be a slow return – workshops will need to be smaller to allow social distancing, the timetable of activities will be relaxed to allow for appropriate cleaning in between groups visiting and to allow for safe exit and entries. The outreach work will also be risk assessed to ensure the safety of both PMZ staff and participants. At the same time, we are aware that each partner setting will have their own guidelines. We fully anticipate that some delivery will be interrupted, for example in nursing homes, and we intend to run a hybrid service where digital workshops will be available where possible when needed.

We recognise that there will be many stresses and anxieties with participants, their networks, PMZ staff and partner organisations. We will provide as much support as we are able to PMZ staff to address these anxieties. The health and wellbeing of our staff is of high importance.

The Extraordinary Times Programme will continue to run and will run alongside in-person delivery as restrictions ease.

PMZ Extraordinary Times At A Glance



Sectoral Impact

Plymouth Music Zone will remain committed more than ever to the wider social and political context and agendas in which it operates and the increased resonance of the message and mission we passionately believe in. We are aware of the potential for heightened influence and sectoral impact around inclusive leadership that our values around participation and belonging promote.

Inclusive Leadership

PMZ believes in inclusion and social justice in its deepest sense. We are already considered a living, breathing example of a small, locally based charity that embodies compassionate, inclusive leadership that genuinely creates ways of running an organisation to enable successful engagement with a diverse range of people. It was the first arts organisation in the UK to receive Gold Investors in People accreditation with the new internationally benchmarked leadership and management standard and was successful in gaining the Gold accreditation again in 2019/2020.

PMZ demonstrates that small can be powerful. It shows the importance of walking the talk locally, whilst punching well above its weight, increasingly sharing meaningful learning on a national and international stage.

During this very difficult year, PMZ has utilised the skills of the Leadership Team to steer the organisation in the absence of the CEO. The Board of Trustees have supported the Leadership Team during this time.

Impact and Equal Partnership

We aim to build on our increased digital expertise and will continue to share the impact of our work on a national and international stage in partnership with all those who invest in this socially engaged work. We will also be building on the expertise learned from remote working and aim to use this in the future to help support a greener climate and improved work/life balance.

Learning and Quality

The learning from our evaluations and research will this year allow us to further deepen the quality of our practice and be more visible about the impact locally as an example of a strategically embedded arts organisation creating 'social and bridging capital' and 'meaningful connections' across communities. We also want to further evaluate the value of 'lived experience leadership' in achieving and informing better social impact and more equal arts engagement. The increased interest in assets-based community approaches is also demonstrated in practice at Plymouth Music Zone. That too has immense value across sectors.

Wellbeing

We continue to value being a strong voice for the wellbeing of Music Leaders - and indeed all those who work within socially engaged practice. We are regularly approached to share how we pastorally support staff. With the uncertainty in the future, we feel sure that this will be increasingly called upon.

Moving forward we will retain the same valuable lens of our 5 Key Strategic Priority Areas. We are more passionate than ever about the Vision, Mission and Values that all consultations show we as a team still sign up to. Wholeheartedly.

4.1 LOOKING FORWARD - Vision, Mission and Values: April 2018 – March 2022

An Executive Summary for PMZ's Next Big Plan 2018-2022 is as follows:

INTRO TO VISION AND MISSION

Plymouth Music Zone's vision and mission are straight from the heart. We love music. We love people. We love making a difference. Our real passion is combining all three – bringing extraordinary people together through extraordinary musical experiences to enable extraordinary things to happen...

'Music Making a Difference'.

VISION

Quite simply, Plymouth Music Zone's vision is of a world where no one feels left out or lonely. A world where the transforming power of music can play its part in developing kind, happy, supportive and creative communities. A world where people feel inspired, empowered and connected. A world where PMZ works with others to bring hope through music to those who need it most.

MISSION

Plymouth Music Zone is a compassionate community music charity dedicated to bringing people together to transform lives. We do this by working with others to reach out to some of the most vulnerable children and adults using highly skilled music leaders who deliver a diverse range of innovative and tailored creative music-making activities. We inspire and empower individuals, families and communities to have a voice and develop and grow. We also encourage and train others who share our passion to bring hope and happiness through the life-changing power of music.

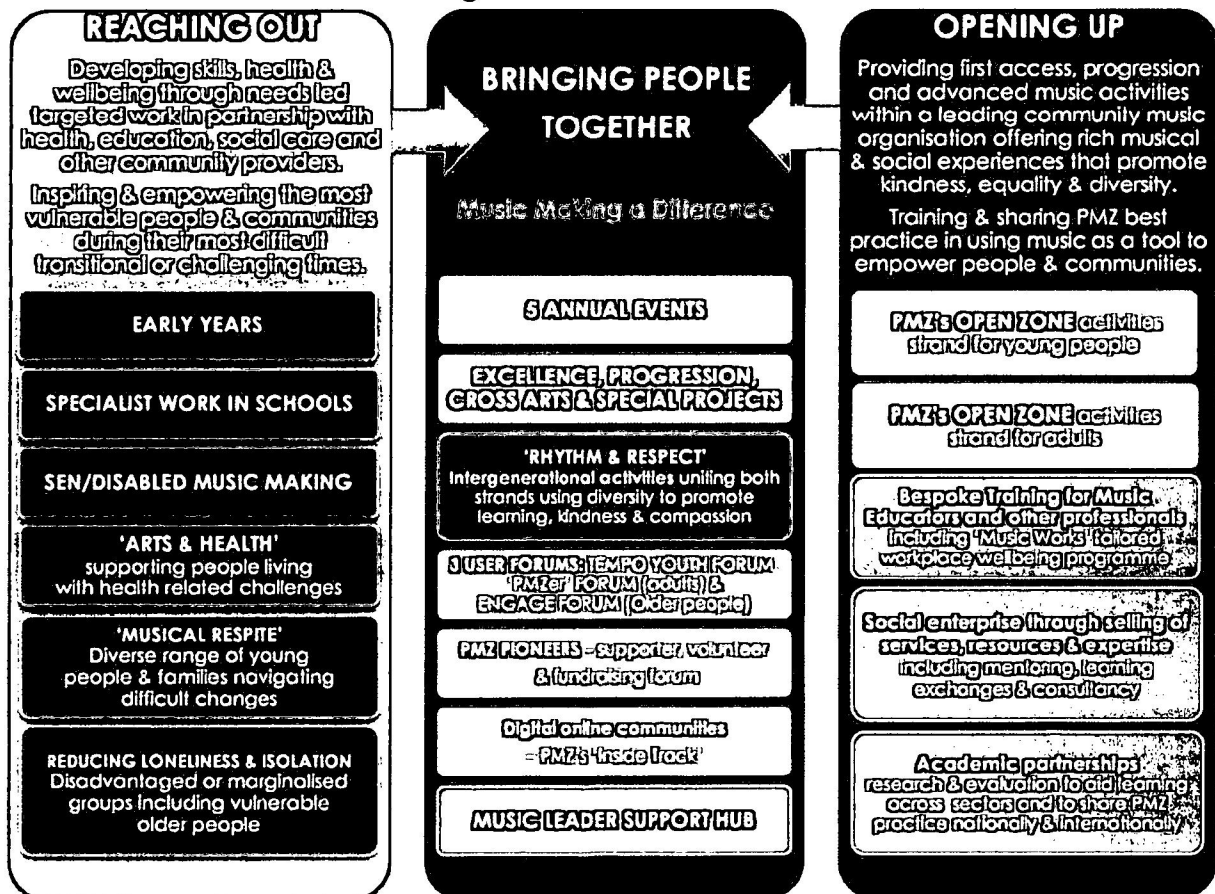
We achieve our mission by:

(1) REACHING OUT: We target our work in partnership with other organisations who equal our desire to develop the skills and health & wellbeing of the most vulnerable people and marginalised communities during their most difficult or transitional times.

(2) OPENING UP: We expand the musical and social horizons for those who wish to learn within a leading community music organisation offering rich musical & social experiences that promote artistic excellence as well as kindness, equality & diversity. Our Open Zone strand provides a diverse range of inspiring first access, progression and advanced music activities for both young people and adults. We also create mission-led income generation through tailored specialised training for music educators and other professionals. We open up our work to research and share best practice to influence others who wish to use music to empower people and communities.

(3) BRINGING PEOPLE TOGETHER: Our targeted and open strands of work meet in the middle through a series of performance and celebration events and special progression and advanced cross arts projects. We also have several user forums with our participants at the heart. Their voices take centre stage driving a PMZ community that celebrates the diverse nature of the charity's work as well as sharing its stories of change. People are brought together to grow a richer sense of self and community including music leaders working or training across the different areas of our delivery.

PMZ At-a-glance – meet us in the middle?



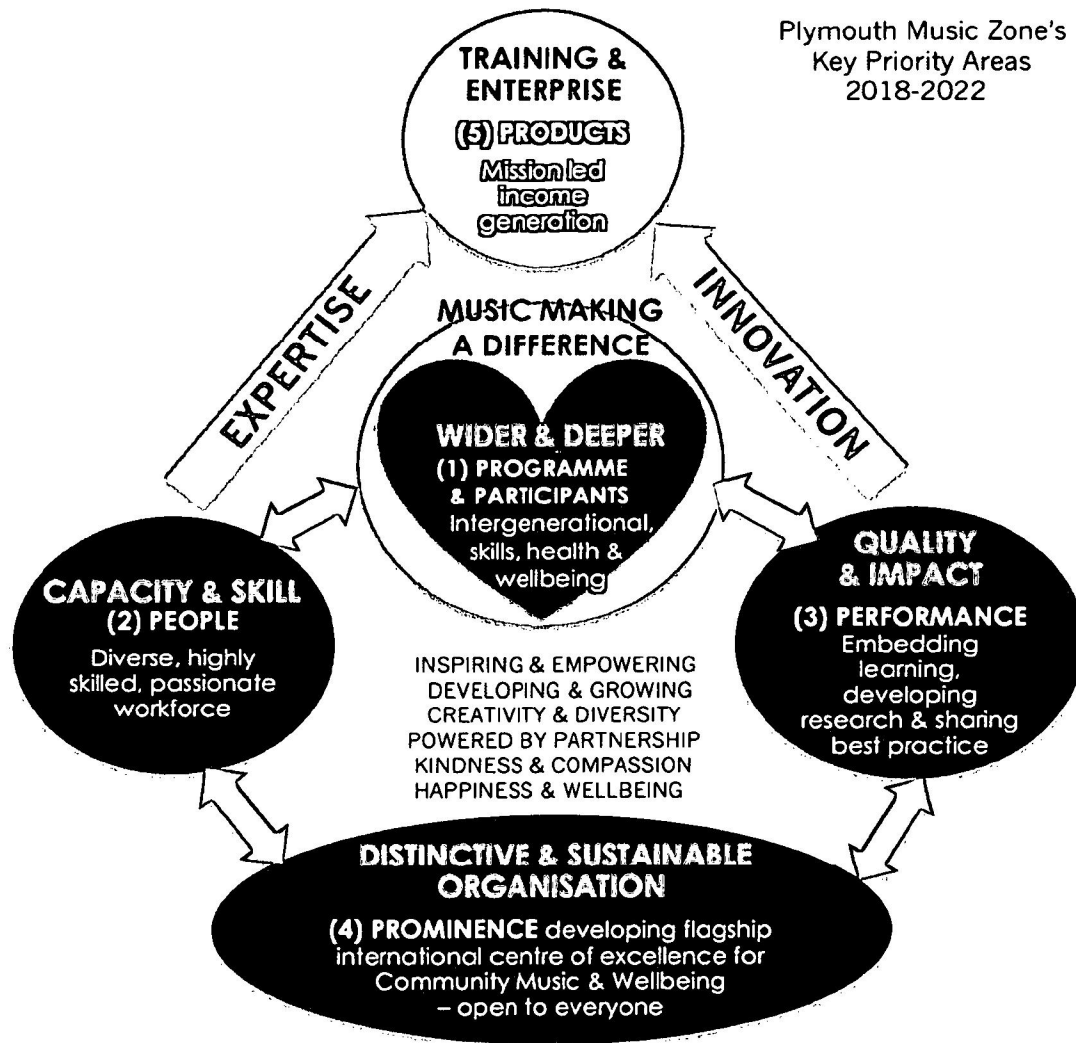
- (1) **INSPIRING AND EMPOWERING** people in their most difficult or challenging times and ensuring their needs and voices remain at the centre of everything we do.
- (2) **DEVELOPING AND GROWING** individuals, families and diverse communities using the life-changing power of music to improve skills, enrich lives and bring people together.
- (3) Using **CREATIVITY AND DIVERSITY** as driving forces guiding our dedication to a musically inclusive and socially engaged way of working.
- (4) Being **POWERED BY PARTNERSHIP** and part of the bigger picture reaching where we're needed most with the biggest chance of transforming lives and sharing our approach.
- (5) Promoting **KINDNESS AND COMPASSION** with a generosity of heart at the root of how we work and how we feel the world should be.
- (6) Valuing **HAPPINESS AND WELLBEING** by putting fun and connection at the heart of innovative and inspiring music-making activities that help people feel part of something different and special. Because they are.

Our core values capture the essence of who we are as a charity and will infuse everything we do over the next 3 years of the plan as we move forward to the next stage of our development as an emerging international centre of inclusive excellence for Community Music and Wellbeing - open to everyone

4.2 LOOKING FORWARD - PMZ's OVERALL 4 YEAR STRATEGIC PRIORITIES: April 2018 – March 2022

Over the next 4 years, Plymouth Music Zone will continue to focus on achieving and deepening our aims in 5 identified strategic priority areas driven by our underlying key values, as shown in the diagram below:

- (1) PROGRAMME & PARTICIPANTS
- (2) PEOPLE
- (3) PERFORMANCE
- (4) PROMINENCE
- (5) PRODUCTS



4.3 LOOKING FORWARD - BY 2022, PLYMOUTH MUSIC ZONE WILL ACHIEVE THE FOLLOWING OVERALL AIMS WITHIN EACH OF THE 5 IDENTIFIED KEY STRATEGIC PRIORITY AREAS:

(1) PROGRAMME & PARTICIPANTS: Wider and Deeper

IMPACT A BROAD RANGE OF PARTICIPANTS AND PARTNERS IN MORE TARGETED WAYS THROUGH INCREASED DEPTH & QUALITY OF MUSIC DELIVERY TO FURTHER DEVELOP AS A SOCIALLY ENGAGED COMMUNITY MUSIC ORGANISATION REACHING OUT TO THOSE WHO NEED IT MOST

1.1 Support more people at difficult or critical points in their lives by extending our partnerships with other organisations and service providers in the health, social care, education and arts sectors to maximise our reach and impact on the most vulnerable or marginalised individuals and groups

1.2 Increase the depth of our work across all strands through a responsive, person-centred and sustained approach that includes more one-to-one and focused group work to enable meaningful and longer lasting change

1.3 Raise aspirations and artistic quality by providing more access to excellent musical opportunities through offering enhanced progression routes for advanced PMZ participants via ongoing mentoring, cross arts partnership projects and events and performance opportunities with regional and national arts organisations

1.4 Increase use of digital technologies to develop creative content and further engage participants and supporters both locally and further afield. Grow our online communities with the voice and stories of our diverse participants taking centre stage

1.5 Become a cutting-edge example of creativity and diversity in action through innovating programmes that offer an experiential approach to music learning through the lens of a diverse, socially engaged community music organisation that uses the arts to promote kindness, tolerance and compassion

(2) PEOPLE: Capacity and Skill

GROW A DIVERSE, HIGHLY SKILLED AND SUPPORTED WORKFORCE DEDICATED TO USING THE EMPOWERING NATURE OF MUSIC TO ENHANCE SKILLS, HEALTH & WELLBEING AND SOCIAL INCLUSION

2.1 Develop and maintain a highly skilled and committed workforce for PMZ through the provision of clear progression routes and tailored programmes of workforce development for established music leaders to ensure quality and performance management at every level

2.2 Obtain sustainable investment to open up and consolidate workforce development routes within PMZ for new emerging or high potential music leaders

2.3 Invest in ongoing professional development for core staff and Trustees to effectively progress, run and advocate for the charity

2.4 Create a strong music leader support network and 'communities of practice' within PMZ based on peer learning, skills sharing and pastoral support to increase quality of artistic practice and reduce feelings of isolation among music leaders working alone or unsupported in the community

2.5 Maintain Gold Investors in People and commit to investing in people at all levels and role modelling the importance of self-care and robust, compassionate leadership within the arts sector

(3) PERFORMANCE: Quality and Impact

IMPROVE QUALITY AND IMPACT TO ENSURE PMZ BUILDS SECTOR LEADERSHIP AS A PASSIONATE 'LEARNING ORGANISATION' THAT WIDELY CONSULTS ON WHAT IS NEEDED, ACTS ON WHAT IT FINDS AND SHARES WHAT IT HAS LEARNED

3.1 Further develop Plymouth Music Zone as a 'learning organisation' through ensuring effective organisational processes that support and encourage the embedding of learning and ongoing improvement and quality of programmes

3.2 Increase engagement within PMZ's three user forums, the 'PMZer' Forum, TEMPO and the Engage forum for older people, to ensure consultation and beneficiary needs remain a driving force at the centre of the organisation

3.3 Utilise ongoing evidence of need and participant data to inform and evaluate programmes of work and ensure the impact of all work is effectively assessed and demonstrated to stakeholders

3.4 Further strengthen the evidence base for Plymouth Music Zone's work through ongoing independent evaluation and research including deepening links with Universities and others contributing to the 'Arts in Health' sector

3.5 Demonstrate sector leadership by improving the sharing of best practice within PMZ and across the wider sector including increased research and development of national and international learning partnerships

(4) PROMINENCE: Distinctive & Sustainable

DEVELOP FURTHER AS A DISTINCTIVE & SUSTAINABLE ORGANISATION THAT BECOMES A FLAGSHIP INTERNATIONAL CENTRE OF EXCELLENCE FOR COMMUNITY MUSIC AND WELLBEING – OPEN TO EVERYONE

4.1 Implement a targeted income generation strategy that ensures a diversified income base to ensure financial sustainability

4.2 Devise a marketing strategy including a range of tools delivering increased focus on developing and engaging a strong supporter base including increased sharing of creative media that showcases diverse voices and work

4.3 Build international links by building on our growing national reputation as a flagship community music organisation specialising in inclusion using music to promote wellbeing through kindness, compassion and social inclusion.

4.4 Develop a diverse, highly engaged and passionate Trustee Board that increases the reputation, credibility and sustainability of the organisation

4.5 Assess capital fundraising opportunities to improve and extend the PMZ building to enable us to adapt to our vision of becoming an international centre of excellence for Community Music and Wellbeing

(5) PRODUCTS: Training and Enterprise

FURTHER DEVELOP PMZ'S TRAINING AND ENTERPRISE INNOVATION STRAND TO LEAD TO THE SUSTAINED CREATION OF MISSION LED INCOME GENERATING PRODUCTS

- 5.1 Develop the capacity and expertise of the workforce to encourage innovation and contribute to mission led income generating products
- 5.2 Use in-house expertise and best practice to develop bespoke training products and music resources that both generate income and advance PMZ's mission
- 5.3 Further leverage PMZ's intangible assets to earn income
- 5.4 Explore potential enterprise routes to maintain a diversified income base and inspire and excite the workforce to contribute to its growth

4.4 LOOKING FORWARD – Annual Aims for the coming year 2021/2022

We recognise that COVID-19 will impact on the proposed aims and we will be reacting flexibly.

(1) PROGRAMME & PARTICIPANTS: Wider and Deeper

IMPACT A BROAD RANGE OF PARTICIPANTS AND PARTNERS IN MORE TARGETED WAYS THROUGH INCREASED DEPTH & QUALITY OF MUSIC DELIVERY TO FURTHER DEVELOP AS A SOCIALLY ENGAGED COMMUNITY MUSIC ORGANISATION REACHING OUT TO THOSE WHO NEED IT MOST

- 1.1 Deliver a hybrid (in-person and digital workshops) and diverse range of creative music making activities to engage the most isolated groups with least arts provision ensuring timely and impactful delivery across all programmes by March 2022. Deliver an average of 35 in-person creative music making activities to approximately 350 participants per week by March 2022.
- 1.2 Continue to build on performance & progression opportunities by March 2022 to more publicly promote and celebrate the value of a diverse range of voices and partnerships offering at least one opportunity per term for participants to perform including via music sessions and PMZ's 3 special projects per year,
- 1.3 Design more effective and explicit ways of working with care and support staff within sessions and external settings to improve our inclusive practice, including exploring the idea of using 'Creative Enablers' to maximise participation
- 1.4 Work with PMZ Trustee and Creative Technologist Chris Hunt to continue the next stage of the iterative R&D development process with a local social tech firm analysing the international potential to engage the most isolated participants via an online music-making platform that employs VR and live streaming etc. Livestream one event for a diverse audience by March 2022.

(2) PEOPLE: Capacity and Skill

GROW A DIVERSE, HIGHLY SKILLED AND SUPPORTED WORKFORCE DEDICATED TO USING THE EMPOWERING NATURE OF MUSIC TO ENHANCE SKILLS, HEALTH & WELLBEING AND SOCIAL INCLUSION

- 2.1 Ensure ongoing peer support, capacity building and skills sharing activities for sessional Music Leaders and all staff to enable stretch, challenge and learning, embedding the principles of ACE 10 year strategy, Let's Create. This will be through shadowing, the PMZ Peer Pick programme, 3 tailored PMZ Skills Pods by March 2022 as well as 3 Team Days by March 2022.
- 2.2 Continue to develop feedback cycles between stakeholders, PMZ's Music Programme Director and Music Leaders by Dec 2021 to deepen stakeholder reflection and engagement and to ensure appropriate risk management in particularly challenging settings.
- 2.3 Continue to increase development and sessional opportunities for existing and new Music Leaders to improve PMZ's diverse workforce pipeline as part of our artist development work via the Arts Council England's 'Creative Case' and Let's Create (10 year strategy) - to include more targeted opportunities for skills development of People of Colour, disabled and LGBT Music Leaders as well as those from underrepresented socio-economic backgrounds.
- 2.4 Creation of an organisational Digital Strategy and completion of individual 'Digital MOTs' by Dec 2021 to improve effectiveness and confidence.

(3) PERFORMANCE: Quality and Impact

IMPROVE QUALITY AND IMPACT TO ENSURE PMZ BUILDS SECTOR LEADERSHIP AS A PASSIONATE 'LEARNING ORGANISATION' THAT WIDELY CONSULTS ON WHAT IS NEEDED, ACTS ON WHAT IT FINDS AND SHARES WHAT IT HAS LEARNED

- 3.1 Extraordinary Times programme in response to the pandemic – reflect, evaluate and innovate based on findings – by October 2021.
- 3.2 Improve the format of TEMPO youth forum to better match young people's patterns of engagement by March 2022 and announce 3 more 'Music Advocates' by March 2022 to raise the profile of a diverse range of people and the impact of music on wellbeing.
- 3.3 Hybrid learning exchange event to reflect on the learning from the pandemic. To be held at PMZ or local venue and/or digital event to allow ease of inclusion for all, overcoming barriers of health and distance.

(4) PROMINENCE: Distinctive & Sustainable

DEVELOP FURTHER AS A DISTINCTIVE & SUSTAINABLE ORGANISATION THAT BECOMES A FLAGSHIP INTERNATIONAL CENTRE OF EXCELLENCE FOR COMMUNITY MUSIC AND WELLBEING – OPEN TO EVERYONE

- 4.1 Maintain a fundraising pipeline throughout the year in the 4 areas of Public Grants, Trusts and Foundations, Individual Giving and Earned Income as described in the Fundraising Plan to secure £400,000 income by 31 March 2022
- 4.2 Begin exploration of Individual Giving pathways, with specific focus on Community fundraising, Legacy fundraising, developing stewardship materials and delivering a High Net Worth Individual (HNWI) giving programme. Consult externally to explore the best ways to achieve this.
- 4.3 Recruit a further 3 Trustees and additional Special Advisors by March 2022 through targeted and open recruitment where needed to ensure no fewer than 8 or 10 on Board and to increase expertise around any identified gaps and broaden diversity of Board.
- 4.4 Deliver marketing strategy focussed on achieving increased participation levels in Open Zone workshops by March 2022 as well as fundraising activities. Also aim to achieve increased creation and distribution of high-quality creative content to support participant sharing especially around the Arts Council England's 'Creative Case' and 'Let's Create'.
- 4.5 Develop the website and all content produced to be accessible to all.
- 4.6 Define and roll out systems required to support the diversification of income generation and increased marketing impact by March 2022. This includes, but is not limited to, the CRM system, digital asset management, Google Analytics, reporting dashboards, etc

(5) PRODUCTS: Training and Enterprise

FURTHER DEVELOP PMZ'S TRAINING AND ENTERPRISE INNOVATION STRAND TO LEAD TO THE SUSTAINED CREATION OF MISSION LED INCOME GENERATING PRODUCTS

- 5.1 Increase opportunities for Leadership Team members to deliver at least 3 funded 'sharing learning' experiences by March 2022 to build in-house confidence and capacity for mentoring/consultancy that could increase PMZ's earned income.
- 5.2 Create and pilot new digital creative resource by March 2022 to support a wide range of music making that can be shared with the wider sector to increase PMZ's profile and the number of approaches for consultancy and tailored shared learning opportunities.

- 5.3 Be more explicit and enterprising about publicising PMZ's many partnerships across sectors and develop at least one new innovative corporate partnership by March 2022 that combines CSR and charitable mission
- 5.4 Work with Plymouth City Council to develop the exploration of extending building lease and exploration of capital build fundraising options with Trustees/PMZ team by March 2022

Plymouth Music Zone Ltd
Statement of Directors and Trustees Responsibilities

The Charities Act and the Companies Act require the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing those financial statements the Board is required to:-

- Select suitable accounting policies and then apply them consistently.
- 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 charity will continue in business.
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.

The Trustees are also responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which are sufficient to show and explain the charity's transactions and enable them to ensure that the financial statements comply with the Companies Act 2006 and comply with regulations made under the Charities Act. They are also responsible for the contents of the trustee's report, and the responsibility of the independent examiner in relation to the trustees' report is limited to examining the report and ensuring that, on the face of the report, there are no inconsistencies with the figures disclosed in the financial statements.

This report was approved by the board of trustees on 4 November 2021.

Mr P J Courtney
Director and Chair of the Trustees

Plymouth Music Zone Ltd
Independent Examiner's Report to the trustees of the charity

Report of the Independent Examiner to the trustees on the accounts of the Charity for the year ended 31 March 2021

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021 which are set out on pages 38 to 56.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. It is my responsibility to: · examine the accounts under section 145 of the Charities Act, · to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and · to state whether particular matters have come to my attention.

Independent examiner's statement

In connection with my examination, no matter has come to my attention (other than that disclosed below *)

1. which gives me reasonable cause to believe that in, any material respect, the requirements: · to keep accounting records in accordance with section 130 of the Charities Act; and · to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Date: 3rd December 2021

Name: Steven Carey

Relevant professional qualifications or body: FCA

Address: 3 Buckland House, William Prance Road, Plymouth, Devon, PL6 5WR.

Plymouth Music Zone Ltd
Statement of Financial Activities
for the year ended 31 March 2021

Notes	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Last year total funds 2020 £
Income from:				
Donations and legacies	8602	-	8602	15669
Other trading activities	5098	2850	7948	33602
Investments	203	-	203	812
Charitable activities	75724	272365	348089	320806
Total Income	89627	275215	364842	370889
Expenditure on:				
Charitable activities	38814	303454	342268	407750
Other costs	1320	-	1320	1320
Total Expenditure	40134	303454	343588	409070
Net income/(net expenditure) before transfers between funds	49493	-28239	21254	-38181
Gross transfers between funds	-25852	25852	-	-
Net income/(net expenditure) before other recognised gains and losses	23641	-2387	21254	-38181
Other recognised gains and losses	-	-	-	-
Net movement in funds	23641	-2387	21254	-38181
Reconciliation of funds	-	-	-	-
Total funds brought forward	210349	28798	239147	277328
Total funds carried forward	233990	26411	260401	239147

The net movement in funds referred to above is the net incoming resources as defined in the SORP and is reconciled to the total funds as shown in the Balance Sheet on page 34 as required by the SORP.

All activities derive from continuing operations.

The notes on pages 44 to 56 form an integral part of these accounts.

Plymouth Music Zone Ltd
Statement of Financial Activities
for the year ended 31 March 2021

Income and Expenditure Account as required by the Companies Act
for the year ended 31 March 2021

	2021	2020
	£	£
Turnover	364,639	370,077
Direct costs of turnover	342,268	407,750
Gross surplus/(deficit)	<u>22,371</u>	<u>(37,673)</u>
Other costs	1,320	1,320
Operating surplus/(deficit)	<u>21,051</u>	<u>(38,993)</u>
Interest receivable	203	812
Surplus/deficit on ordinary activities before tax	<u>21,254</u>	<u>(38,181)</u>
Surplus/deficit for the financial year	<u>21,254</u>	<u>(38,181)</u>
Gift Aid Payments	0	0
Retained surplus/(deficit) for the financial year	<u>21,254</u>	<u>(38,181)</u>

All activities derive from continuing operations

The notes on pages 44 to 56 form an integral part of these accounts.

Plymouth Music Zone Ltd
Statement of Financial Activities
for the year ended 31 March 2021

Statement of Total Recognised Gains and Losses
for the year ended 31 March 2021

	2021	2020
Excess of Expenditure over income before realisation of assets	21,254	(38,181)
Loss per Profit and Loss accounts	21,254	(38,181)
Grants for the acquisition of fixed assets	0	0
Net Movement in funds before taxation	21,254	(38,181)

Movements in revenue and capital funds
for the year ended 31 March 2021

Revenue accumulated funds	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021	Last year Total Funds 2020
	£	£	£	£
Accumulated funds brought forward	0	28,798	28,798	67,607
Recognised gains and losses before transfers	49,493	(28,239)	21,254	(38,181)
	49,493	559	50,052	29,426
Transfers between restricted and unrestricted funds	(25,852)	25,852	0	0
Transfers (to)/from designated funds	(28,312)	0	(28,312)	(5,081)
Transfers (to)/from fixed asset funds	4,671	0	4,671	4,453
Closing revenue accumulated funds	0	26,411	26,411	28,798

Designated revenue funds	Total Funds 2021	Last year Total funds 2020
	£	£
At 1 April	156,881	151,800
Transfer (to)/from revenue accumulated funds	28,312	5,081
Transfer (to)/from designated fixed asset funds	0	0
At 31 March	185,193	156,881

The purposes for which the designated funds have been established are describes in the notes to the accounts.

Fixed asset funds	Designated Funds 2021	Restricted Funds 2021	Total Funds 2021	Last year Total Funds 2020
	£	£	£	£
At 1 April	53,468	0	53,468	57,921
Transfer (to)/from designated revenue funds	0	0	0	0
Transfer (to)/from revenue accumulated funds	(4,671)	0	(4,671)	(4,453)
At 31 March	48,797	0	48,797	53,468

The purpose of the transfers between Revenue Reserves, Designated Funds and Fixed Asset Funds is described in the notes to the accounts.

Plymouth Music Zone Ltd
Statement of Financial Activities
for the year ended 31 March 2021

Summary of funds	Designated Funds 2021	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021	Last Year Total Funds 2020
Revenue accumulated funds	0	0	26,411	26,411	28798
Revenue designated funds	185,193	0	0	185,193	156881
Fixed asset funds	48,797	0	0	48,797	53468
Total funds	233,990	0	26,411	260,401	239147

The statement of changes in resources applies for fixed assets for Charity use is shown in the notes to the accounts.

The notes on pages 44 to 56 form an integral part of these accounts.

Plymouth Music Zone Ltd
Company Number 04653409
Balance Sheet
for the year ended 31 March 2021

		2021	2020
Fixed Assets			
Tangible assets	9	<u>48,797</u>	<u>53,468</u>
Total fixed assets		<u>48,797</u>	<u>53,468</u>
Current assets			
Debtors	10	17,611	15,614
Cash at bank and in hand		<u>214,123</u>	<u>181,801</u>
Total current assets		<u>231,734</u>	<u>197,415</u>
Creditors			
amounts due within one year	11	<u>(20,130)</u>	<u>(11,736)</u>
Net current assets		<u>211,604</u>	<u>185,679</u>
Total assets less current liabilities		260,401	239,147
Creditors			
amounts due after more than one year			0
Provisions for liabilities and charges			0
Net assets excluding pension asset/liability		<u>260,401</u>	<u>239,147</u>
Net assets including pension asset/liability		<u>260,401</u>	<u>239,147</u>
The funds of the charity			
Unrestricted income funds			
Designated revenue funds	185,193		156,881
Unrestricted capital funds			
Designated fixed asset funds	48,797		53,468
Total unrestricted funds		233,990	210,349
Restricted revenue funds			
Restricted revenue accumulated funds	26,411		28,798
Restricted fixed asset funds			
Total restricted funds		26,411	28,798
Total charity funds		260,401	239,147

The directors are satisfied that for the year ended on 31 March 2021, the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 relating to small companies.

Plymouth Music Zone Ltd
Company Number 04653409
Balance Sheet (continued)
for the year ended 31 March 2021

Directors responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;

- The directors acknowledge their responsibilities for compliance with the requirements of the Act with respect to accounting records and the preparation of accounts.

Mr P J Courtney
Director and Chair of the Trustees
Approved by the board of trustees on 4 November 2021

The notes on pages 44 to 56 form an integral part of these accounts.

Plymouth Music Zone Ltd
Notes to the Accounts
for the year ended 31 March 2021

1 Accounting policies

Basis of preparation of the accounts

Plymouth Music Zone is a company limited by guarantee in England/Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued on 16 July 2014 (as updated through Update Bulletin 'I' published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The charity has applied Update Bulletin I as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A. The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Plymouth Music Zone Limited 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.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Incoming Resources

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Donated services or facilities are recognised when the company has control over the item, and conditions associated with the donated item have been met, receipt of economic benefit for the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information

about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities in expenditure in the period of receipt.

Investment Income

Income from investments is included in the year which it is receivable.

Deferred income

In accordance with the SORP grants received in advance and specified by the donor as relating to specific accounting periods or alternatively which are subject to conditions which are still to be met, and which are outside the control of the charity or where it is uncertain whether the conditions can or will be met, are deferred on an accruals basis to the period to which they relate. Such deferrals are shown in the notes to the accounts and the sums involved are shown as creditors in the accounts.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Tangible fixed assets and depreciation

All assets costing more than £250 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities in incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Short-term leasehold property- Straight line over the life of the lease

Plant and machinery- 15 years straight line

Motor vehicles - 25% reducing balance

Fixtures, fittings and equipment- 25% straight line

Debtors

Trade debtors and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of that year.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Recognition of liabilities

Liabilities are recognised on the accruals basis in accordance with normal accounting principles, modified where necessary in accordance with the guidance given in the SORP.

Critical accounting estimates and area of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Depreciation rates of fixed assets and the calculation of certain year end accruals.

Financial instruments

The company only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Taxation

As a registered charity, the company is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Winding up or dissolution of the charity

If upon winding up or dissolution of the charity there remain any assets, after the satisfaction of all debts and liabilities, the assets represented by the accumulated fund shall be transferred to some other charitable body or bodies having similar objects to the charity.

3	Surplus/(deficit) for the financial year	2021	2020
		£	£
	This is stated after crediting -		
	Revenue Turnover from ordinary activities	364,639	370,076
	and after charging -		
	Depreciation of owned fixed assets	4,671	6,874
	Pension costs	8,655	9,837
	Independent Examiner's Fees	1,320	1,320
	Auditors' remuneration	-	-
	Other fees paid to the Examiners/auditors	-	-
4	Investment Income	2021	2020
		£	£
	Bank deposit interest received	203	812
5	Deferred Incoming Resources & Reserves - Unrestricted funds		
	Opening Deferrals	Released from prior years	Received less released in year
	£	£	£
	£	£	£
	Simply Counselling	0	0
	Total	0	0
		2021	2020
		£	£
	These deferrals are included in creditors	0	0

6 Deferred Incoming Resources & Reserves - Restricted funds

	Opening Deferrals £	Released from prior years £	Received less released in year £	Deferred at year end £
The National Lottery Community Fund	-	-	-	-
Total	-	-	-	-
			2021	2020
These deferrals are included in creditors			-	-

The deferrals included in creditors relate to those grants and donations specified by the donors as relating to specific periods and represent those parts of the grants or donations which relate to periods subsequent to the accounting year end and are treated as grants in advance, or alternatively where there are conditions which must be fulfilled prior to entitlement or use of the grant or donation by the charity.

7 Staff Costs and Emoluments	2021	2020
	£	£
Gross Salaries	262,330	297,349
Employers National Insurance	15,555	19,839
Pension Contributions	8,655	9,837
	286,540	327,025

The average number of persons employed by the company during the year

2021 - 16
2020 - 20

There were no fees or other remuneration paid to the trustees.

There were no employees with emoluments in excess of £60,000 per annum

All trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the charity are considered to be key management personnel. Total remuneration in respect of these individuals (and employers contributions) is £183,365 (2020: £215,897). Trustees are not remunerated for the role as Trustee.

8 Trustees' remuneration

Neither the trustees nor any persons connected with them have received any remuneration or expenses, either in the current year or the prior year.

9 Tangible functional fixed assets

	Freehold Land and Buildings	Leasehold Land and Buildings	Plant, Machinery & Vehicles	Total
	£	£	£	£
Asset cost, valuation or revalued amount				
At 1 April 2020	25,845	39,129	156,123	221,097
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2021	25,845	39,129	156,123	221,097
Accumulated depreciation and impairment provisions				
At 1 April 2020	5,418	13,247	148,964	167,629
Eliminated on disposals	-	-	-	-
Charge for the year	1,723	1,863	1,085	4,671
At 31 March 2021	7,141	15,110	148,964	172,300
Net book value				
At 31 March 2021	18,704	24,019	6,074	48,797
At 31 March 2020	20,427	25,882	7,159	53,468

10 Debtors

	2021 £	2020 £
Trade debtors	7,500	3,572
Prepaid expenses	2,399	7,042
Accrued income	7,712	-
Undeposited Funds	-	5,000
	17,611	15,614

11	Creditors: amounts falling due within one year	2021	2020
		£	£
	Trade creditors	3,531	4,948
	Accrued expenses	6,438	1,453
	PAYE and NI	3,385	5,335
	Unpaid Pension Contributions	1,776	-
	Deferred income and grants in advance	5,000	-
		20,130	11,736

12 Related party transactions

During the year Trustees in aggregate, made unrestricted donations totalling £480 (2020: £405)

13 Particulars of Individual Funds and analysis of assets and liabilities representing funds:

At 31 March 2021	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Tangible Fixed Assets	-	48,797	-	48,797
Current Assets	-	205,323	26,411	211,604
Current Liabilities	-	(20,130)	-	(20,130)
	-	233,990	26,411	260,401
At 1 April 2020	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Tangible Fixed Assets	-	53,468	-	53,468
Current Assets	-	168,139	29,276	197,415
Current Liabilities	-	(11,736)	-	(11,736)
	-	209,871	29,276	239,147

The individual funds included above are -

	Funds at 2020 £	Movement s in Funds as below £	Transfers between funds £	Funds at 2021
<u>Designated Funds</u>				
Development fund	61,881	(5,000)	28,312	85,193
Building and repair fund	30,000	-	-	30,000
Redundancy and staff costs	55,000	5,000	-	60,000
Innovation fund	10,000	-	-	10,000
Unrestricted fixed asset fund	53,468	(4,671)	-	48,797
<u>Restricted Funds</u>				
Arts Council - NPO	-	(24,622)	19,158	(5,464)
Youth Music Breakthrough Music	(17,176)	27,864	4,702	15,390
The National Lottery Community Fund	13,634	(15,320)	3,686	2,000
Lloyds Bank Foundation	29,599	(9,378)	(1,866)	18,355
Trusts and Foundations		(5,153)	1,283	(3,870)
Knowledge Exchange	2,741	(1,629)	(1,112)	-
Other Restricted funds				
<u>Unrestricted funds</u>		54,163	(54,163)	-
General				
	239,147	21,254	-	260,401

Analysis of movements in funds as shown in the table above

	Incoming Resources	Outgoing Resources	Gains & Losses	Movement in funds
	£	£	£	£
Designated Funds				
Development fund	-	-	-	(5,000)
Building and repair fund	-	-	-	-
Redundancy and staff costs	-	-	-	5,000
Innovation fund	-	-	-	-
Unrestricted fixed asset fund	-	(4,671)	-	(4,671)
Restricted Funds				
Arts Council - NPO	132,392	(157,014)	-	(24,622)
Youth Music Breakthrough Music	61,519	(33,655)	-	27,864
The National Lottery Community Fund	35,349	(50,669)	-	(15,320)
Lloyds Bank Foundation	18,105	(27,483)	-	(9,378)
Trusts and Foundations	25,000	(30,153)	-	(5,153)
Knowledge Exchange	2,850	(4,479)	-	(1,629)
Other Restricted funds				
Unrestricted funds	89,627	(34,143)	-	54,163
General				
	364,842	(342,267)	-	21,254

Purpose of Unrestricted funds

Development fund - To meet any deficits not covered by income in any one year and to enable the Charity to continue its operations in the event of major withdrawal of external funding. The Charity considers it prudent to establish reserves to support 3-6 months trading. Building and repairs is to cover possible repairs to the building, sound studios and other related expenditure.

Redundancy and staff related costs is to cover any exceptional staff related costs, such as redundancy, legal expense and any reward/bonus schemes should they occur.

Innovation fund is to cover the costs to develop new cutting edge projects.

The unrestricted fixed asset fund is to hold a fund for unrestricted assets purchased so as not to burden future funding with depreciation costs.

The general fund represents funds not restricted or designated for any specific purpose.

Transfers to/from Unrestricted funds

Surplus general funds have been transferred to the Charity's designated reserves.

Purpose of Restricted funds

Arts Council England National Portfolio 2019 - 2022. Funding to encourage a diverse range of people to engage with music both as staff and participants, be inspired and creative.

The National Lottery Community Fund - Changing Tunes which uses the power of music to reduce isolation by breaking down barriers to interaction and understanding between the generations.

Youth Music Breakthrough Music - funding for 0 - 18 years (25 years with special needs/at risk) to access music making.

Lloyds Bank Foundation - The 'Voices for the Unsung' programme's overarching aim is to improve the health and wellbeing of carers and those they care for to address the issues they

face—including mental health challenges, stress and anxiety, loneliness, lack of confidence and self-esteem.

Trusts and Foundations

Work to support older people, adults with neurological conditions, families at domestic abuse refuges, children with complex and multiple disabilities, and an exchanging learning project is invested in by a number of private funders.

Transfers to/from Restricted Funds

Where finished projects have generated a surplus, these funds are transferred to unrestricted funds once restrictions have been met,

Where a project generates a deficit, a transfer of funds is made from unrestricted funds to cover the funding gap.

14 Controlling party

The charity is controlled collectively by the Board of Trustees.

Plymouth Music Zone Ltd
Schedule to the Statement of Financial Activities
for the year ended 31 March 2021

Status of this schedule to the Statement of Financial Activities

This schedule is an intrinsic part of the accounts required to comply with the 2008 Revision of the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales, revised June 2008. However, it is not a part of the statutory accounts required under the provisions of the Companies Act 2006 in relation to incorporated charities.

	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021	Prior Period Total Funds 2020
	£	£	£	£
Income from:				
<i>Donations and legacies</i>				
Donations	8,002		8,002	15,554
Gift Aid	600		600	115
Total donations and legacies	8,602	0	8,602	15,669
Music sessions	5,098	2,850	7,948	33,602
Other income received			0	0
Other trading activities	5,098	2,850	7,948	33,602
<i>Investment Income</i>				
Bank deposit interest received	203		203	812
Total Investment Income	203	0	203	812
<i>Income from charitable activities</i>				
Youth Music grant		61,519	61,519	13,412
Arts Council England grant		132,392	132,392	130,000
Other funders	4,476	18,105	22,581	36,815
Knowledge Exchange		25,000	25,000	0
The National Lottery Community Fund		35,349	35,349	140,579
PCC Small Business Grant - COVID 19	39,143		39,143	0
HMRC JRS Grant	32,105		32,105	0
Total Income from charitable activities	75,724	272,365	348,089	320,806
Total Income	89,627	275,215	364,842	370,889
Charitable Expenditure:				
Direct labour costs	32,760	133,239	165,999	155,881
Direct expenses		6,602	6,602	21,967
Salaries - Administrative staff	(22,540)	142,733	120,193	148,608
Pension Contributions - Administrative staff	8,655		8,655	9,837
Employers NI - Administrative staff	15,555		15,555	19,839
Other staff related costs		76	76	39
Premises costs	91	9,665	9,756	13,500
Equipment expenses		869	869	156
Office costs	760	8,095	8,855	30,026
Legal fees	(2,162)	2,175	13	12
Payroll charges	1,017		1,017	990
Depreciation of assets used for charitable purposes	4,671		4,671	6,874
Other support cost	7		7	19
Total Expenditure on Charitable Activities	38,814	303,454	342,268	407,748

Plymouth Music Zone Ltd
Schedule to the Statement of Financial Activities
for the year ended 31 March 2021

Status of this schedule to the Statement of Financial Activities

This schedule is an intrinsic part of the accounts required to comply with the 2008 Revision of the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales, revised June 2008. However, it is not a part of the statutory accounts required under the provisions of the Companies Act 2006 in relation to incorporated charities.

	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021	Prior Period Total Funds 2020
	£	£	£	£
Other costs				
Auditor's remuneration			0	0
Independent Examiner's Fees	1,320		1,320	1,320
Other fees paid to the Examiners/auditors			0	0
Total Income from charitable activities	1,320	0	1,320	1,320

Plymouth Music Zone Ltd
Appendices to the Statement of Financial Activities
for the year ended 31 March 2021

The following appendices are attached to detail the activity analysis required by the 2005 Revision of the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales, revised June 2008.

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	The National Lottery Community Fund		ACE	Knowledge	Sensory	SMS Refurb & Equipment	Trusts & Foundations	Youth Music	2021 Total	2020 Total
	General	Fund								
	£	£	£	£	£	£	£	£	£	£
<i>Income from:</i>										
Donations and legacies	8,602								8,602	17,169
Other trading activities	5,098				2,850				7,948	30,752
Investment income	203								203	812
Charitable activities	75,724	35,349	132,392	25,000			18,105	61,519	348,089	322,156
Other income									0	0
Total Income	89,627	35,349	132,392	25,000	2,850	0	18,105	61,519	364,842	370,889
<i>Expenditure on:</i>										
Charitable activities	38814	50669	157014	30153	3610	869	27483	33655	342268	407750
Other costs	1,320								1,320	1,320
Total expenditure	40134	50669	157014	30153	3610	869	27483	33655	343588	409070
Net Income/Expenditure by activity	49,492	-15320	-24622	-5153	-760	-869	-9378	27864	21,254	-38181

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	The National Lottery Community Fund		ACE	Knowledge	Sensory	SMS Refurb & Equipment	Trusts & Foundations	Youth Music	2021 Total	2020 Total
	General	Fund								
	£	£	£	£	£	£	£	£	£	£
<i>Nature of costs</i>										
Direct labour cost	32760	24829	70823	17924	944		5466	13253	165999	155881
Direct expenses			2643				3959		6602	21966
Equipment costs						869			869	156
Depreciation	4671								4671	6874
Wages & salaries	-22540	23298	73127	10245	2402		15436	18224	120193	158445
Pension Contributions	8655								8655	0
National Insurance	15555								15555	19839
Other staff related costs	0	14	37	6	1		9	9	76	37
Office costs	760	988	4287	788	102		1060	870	8854	30025
Premises costs	91	1223	4966	1014	128		1295	1039	9756	13500
Other support costs	7								7	19
Professional fees	-1145	317	1131	177	33		256	261	1030	1008
Total costs analysed by activity	38813	50669	157014	30153	3610	869	27483	33655	342267	407750