

Registered Charity Number

1100878

Registered Company Number

04653409

**Plymouth Music Zone Ltd**

**Report and Accounts**

**for the year ended**

**31 March 2022**

**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

Resigned 29 July 2021

Elizabeth Hill

Appointed 21 November 2021

Clare Pettinger

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

#### **Registered Office**

Ragland Road

Brickfields

Devonport

Plymouth

Devon

PL1 4NQ

**Trustees' Report**  
**For the year ended 31 March 2022**

**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 first 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).

**Trustees' Report**  
**For the year ended 31 March 2022**

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. They are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

**Trustees' Report**  
**For the year ended 31 March 2022**

**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 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 an average of 600 children and adults every week through the delivery of nearly 40 music activities across the city (pre-COVID figures). The work mostly focuses on wherever and whenever there is identified need. As such, the charity has worked 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 local hospital and hospice 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 national awards recognising the excellent and innovative nature of the work. It also received an 'Outstanding' Rating from Arts Council England for its approach to diversity.

## **Trustees' Report**

**For the year ended 31 March 2022**

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 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 also attracts 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 and completion of PMZ's current 4 year strategic vision described within *PMZ's Next Big Plan 2018-2022*.

## Trustees' Report

For the year ended 31 March 2022

### 1.0 ACHIEVEMENTS AND PERFORMANCE

#### a) Key Financial Performance Indicators

In line with the fourth year of PMZ's 2018-2022 Business Plan and the annual aims for 2021-2022, which had been amended to allow for the pandemic, 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 £400,000.
- Against a target of £400,000, PMZ ended the year with a total of £448,901 with a retained surplus of £102,508. The continued support of existing funders, additional funds from Arts Council England and much valued financial support from the local authority with its business grants enabled us to weather the reduction in earned income. The Job Retention Scheme finished at the end of September 2021 coinciding with a slow return to in-person workshops whilst continuing with digital opportunities.
- The Chief Executive remained on long term sick leave until September 2021 and her Phased Return to work was successfully completed at the end of March 2022.
- A Fundraising Manager started with PMZ in June 2021 with a tight remit to gain as much funding as possible in the financial year with smaller funders. PMZ's expectations were exceeded and during 2022/2023, the focus would gradually shift to larger funds being applied for once capacity allowed.
- Our income target for 2022/2023 is £343,751.
- For the year 2021/2022, unrestricted funds are £284,114.

#### b) Review of Activities

To date Plymouth Music Zone has delivered 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.

## Trustees' Report

For the year ended 31 March 2022

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
- Disabled music making 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

## **Trustees' Report**

### **For the year ended 31 March 2022**

In-person work started again in the summer of 2021 and returned gradually with PMZ taking full account of its participants with a majority with compromising health conditions. The building needed some work to bring it back to full use.

The lessons learned during the first part of the pandemic led to a mix of in-person and home working for staff as well as for participants. The general air of uncertainty was compounded by pandemic surges and falls, participants having different levels of comfort, as indeed did all staff together with different rules and guidelines being adopted by our partner organisations. It became like a return to a particularly bad Norwalk virus outbreak in previous years, where music leaders would travel to an older people setting to find it in lockdown and no workshop to be delivered.

Home circumstances had changed drastically for some PMZ staff and the flexibility around being able to work from home mixed with in the building worked well at this time.

#### **2.0 LOOKING BACK - Key achievements from 2021/2022 include:**

PMZ aimed to start the journey back to its pre-COVID life, where 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 helped 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 Rating" for its approach to the so called "Creative Case for Diversity".

## **Trustees' Report**

### **For the year ended 31 March 2022**

In its time, PMZ has opened its doors to 6 Independent Evaluations with the 7<sup>th</sup> 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.

In 2021/2022, achievements include:

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

- Email and phone, wellbeing calls continued but reduced gradually as more in-person work took place.
- PMZ had face to face contact with over 1,000 participants.
- Resources, short films, poetry and photography – were hosted on PMZ's website and social media reaching some over 7,000 contacts
- The weekly PMZ Music Quiz continued by popular demand, reaching approximately 300 people a week.
- Over 95% of PMZ participants reached considered to be 'in challenging circumstances' (eg living with health issues or disabled or residing in areas that are high on the indices of multiple deprivation etc).
- Team Meetings and Music Leader Support events continued online with a few in-person events. 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 particularly in a continually changing environment.

#### **A Selection of Musical Achievements for 2021-2022:**

There was a gradual decrease in digital workshops and contacts to match an increase in in-person activities. There are also hybrid opportunities to allow for a slower return to in-person workshops. We will aim to continue to offer hybrid meetings and Team Days, along with some workshop opportunities.

The move back to in-person started in September 2020 and gradually built but some delivery was severely disrupted by COVID outbreaks, particularly within the older people settings which also impacted on some workshops at the PMZ building as the residents were quarantined.

**Trustees' Report**  
**For the year ended 31 March 2022**

**Orchestra of the Age of Enlightenment (OAE)**

Finally, the year ended with a very exciting culmination of a 12 month project, The Moon Hares Opera, with the Orchestra of the Age of Enlightenment (OAE) Education Department. OAE and PMZ continued their decade long partnership and worked with groups of young adults with learning disabilities from the neighbouring FE college,



culminating in a performance of The Moon Hares opera at the Guildhall in Plymouth. For the first time, the entire Orchestra took part in the performance alongside other partners in the project including Broad Harmony adult Singing Group from Broadhempston and various primary schools from across the city.

**Sensory Sounds**

The Sensory Music Room (SMS) at PMZ needed more love and care than anticipated and took a bit longer before it was open for business. "Sensory Sounds", a creative music activity for children with complex and multiple disabilities, first started back at PMZ in the Main Hall, visited the SMS, then gradually fully moved back to SMS.

The Spring got the children thinking and here are the first few words of a song they were composing...



## Trustees' Report For the year ended 31 March 2022

### Funky Llama

PMZ was delighted to be a part of Funky Llama again, a welcome return after a long rest due to the pandemic. Funky Llama is a platform for disabled adults to actively participate in the creation and delivery of a programme of activities and professional, inclusive arts events. These develop well-being, promote multiple social networking opportunities, reduce isolation and enhance life skills. Funky Llama offers regular workshops in music, dance, drama, and backstage production.

This was the last year for the project and the community event on Halloween was a powerful final showing.

Ally has been a participant and volunteer with PMZ's Digital Orchestra and has been mentored by two of our music leaders. Ally also volunteered for Funky Llama and she was both delighted and anxious about performing at the event. She worked with Music Leader Anna and, both decided to duet together at the event and they both really enjoyed it, knowing that Ally's family was in the audience and seeing her play.

Please click here to see the full article: <https://bit.ly/3PVqekR>

### Sharing and Learning

PMZ continued to learn from its reflective and inclusive practice throughout the pandemic to ensure it captured some of the key learning arising from the many nuances and complexities of experiences that we discovered across our work during that period. Music Leader, Josie, talks about her Early Years music workshops with PMZ.

"I live with Fibromyalgia, I was very apprehensive returning to in-person work, along with being very excited. As I returned during the warmer weather, we were able to work outside in the garden. This was not only a safer environment, but had much more space than the indoor setting, which meant we could be more socially distanced. The staff were incredibly supportive and helpful throughout this all, normalising several new adjustments for the children. For example, I used to do a 'hug or high-five' at the end of my sessions, where the children, if they wished to, would line up to give me a hug or high five goodbye, which I could no longer offer. The young children continuously impressed me by respecting the space I needed – we now say and wave goodbye instead. When the rain and colder weather arrived, we moved back indoors, where the children sat in a semi-circle facing me, rather than a circle, so they were distanced from me whilst I wore a visor for the session. Again, the children adapted brilliantly. "

Please click here to see the full article: <https://plymouthmusiczone.org.uk/early-years-music-leading-during-covid-19-pandemic-with-josie-newton/>

## Trustees' Report For the year ended 31 March 2022

The "Knowledge Exchange" project with the University of Plymouth entered its second year of delivery, due to finish at the end of May 2022. PMZ is a key community partner in this flagship 2 year project with music students attending selected PMZ workshops. The aim is for students to learn what community music making is, how PMZ uses music to make a difference in many ways and what issues might confront the students. In return, PMZ learns from the students, seeing how participants interact differently with the students, what we can be doing better and what we can share while 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 our research and learning relationship with Plymouth University that first began almost a decade ago.

Despite a large percentage of the project taking place online and with students unable to return to University, the project has gone incredibly well with rich learning on all sides. University students, PMZ participants and staff have benefitted from being together. As a research project, the students were part of a robust evaluation process. Speaking with the students produced heartfelt and inspiring insights to their progress through their University life, particularly during COVID and a return to in person workshops.

One student, Domnall, said, "When I think of the music we play in 'Musical Misfits', it's more the glue that keeps the group together – so, like, this is a music group first and foremost, but it's like the activity is surrounding it – like spending time with friends and the music is the stage for that. I can definitely see when Anna (music leader) is working in the group that there's a lot of planning put into sessions so it seems like it's effortless when in the actual sessions. It is made to feel like it's very natural even though there's a lot of work put in. People want to feel included but not have it forced upon them."

Please click the link to see the full article: <https://plymouthmusiczone.org.uk/blog-with-domhnall-lacey/>

The full research report should be available in September 2022.

Volunteering has always been an important part of PMZ and this element was severely impacted during COVID. One of PMZ's longest serving volunteers, Mike, talked about a return to in-person volunteering, "I get more out of volunteering at PMZ than people realise. I'm not just saying that. It's not just about the music for me – it's the social aspect, music *and* helping other people. The one thing that gets me is that me having a disability – nobody treats me any different. I get support when I need it though. I have some friendships here that mean a lot – 100%. I'm also a big advocate of using humour to help other people realise that although I've got a disability I can still have a bit of a laugh."

Please click here for the full article: <https://plymouthmusiczone.org.uk/mike-canning-volunteer-blog-reconnecting-series-march-2022/>

**Trustees' Report**  
**For the year ended 31 March 2022**

**2.1 LOOKING BACK – past year's progress against 2021/2022 annual aims.**

2021/2022 was a challenging year mainly due to the ups and downs of COVID loosening its grip then tightening it again. PMZ was cautious returning to in-person workshops, taking into account the anxieties and health of both participants and staff. There were also the differing guidelines that our partners were working to. All aims were considered in light of this as the year progressed. Our original Annual Aims were either "part achieved" or "not achieved" due to the inevitable impact of the pandemic throughout 2021/2022.

In response to the shifting picture throughout the year, PMZ continued with some digital options whilst slowly introducing in-person work and remaining flexible in response to COVID outbreaks, particularly in the older people settings.

**(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**

- 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. **Part achieved. By the end of March 2022, we were able to deliver 16 regular activities per week to on average 240 participants.**
- 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. **Part Achieved. Due to the pandemic and the demographic of its participants, PMZ was only able to provide limited performances until Spring 2021.**
- 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. **Part Achieved. Close working relationships with support workers continued but the idea of Creative Enablers was delayed.**
- 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 livestreaming etc. Livestream one event for a diverse audience by March 2022. **Part Achieved. To be restated.**

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**(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. **Achieved but to be restated.**
- 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. **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' 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. **Part Achieved. To be restated.**
- 2.4 Creation of an organisational Digital Strategy and completion of individual 'Digital MOTs' by Dec 2021 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 October 2021. **Achieved.**
- 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. **Not Achieved. To be restated.**
- 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. **Part Achieved. To be restated.**

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**(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. **Achieved.**
- 4.2 Begin exploration of Individual Giving pathways, with specific focus on Community fundraising, Legacy fundraising, developing stewardship materials and delivering High Net Worth Individual (HNWI) giving programme. Consult externally to explore the best ways to achieve this. **Not achieved. To be restated.**
- 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. **Not achieved. To be restated.**
- 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'. **Part achieved. To be restated.**
- 4.5 Develop website and all content produced to be accessible to all. **Achieved.**
- 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. **Not 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 2022 to build in-house confidence and capacity for mentoring/consultancy that could increase PMZ's earned income. **Not achieved. To be restated.**

## Trustees' Report

For the year ended 31 March 2022

- 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. **Part achieved.**
- 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. **Part achieved. To be restated.**
- 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. **Not achieved. To be restated.**

### 2.2 LOOKING BACK - Key challenges for Plymouth Music Zone in 2021/2022 included:

#### Fundraising capacity

With an increasingly diminishing availability of staff, it was agreed that recruitment of a replacement Development Director would be put on hold and energies put into recruiting a Fundraising Manager who could focus entirely on fundraising. The new Fundraising Manager started in June 2021 and was able to maximise her capacity on submitting applications for smaller funding and met her targets set by the Trustees. The Leadership Team continued to put in larger applications for COVID recovery funding and were successful.

The Chief Executive, Debbie, remained on sick leave due to Long COVID until September 2021 when she was able to begin a Phased Return to work. This absence impacted on the fundraising capacity as Debbie had previously managed the fundraising staff and also took on some of the larger funding applications. Debbie successfully completed the Phased Return and fully returned to work at the end of March 2022.

As yet, the fundraising capacity within PMZ is less than pre-Covid times with both the previous Development Director and part time Development Manager no longer in post and since replaced with a Fundraising Manager post minus the marketing oversight once held by the Development Director.

#### Income diversification

With reduced fundraising capacity the focus remained on increasing funding from Trusts and Foundations and securing COVID emergency funding.

**Trustees' Report**  
**For the year ended 31 March 2022**

**COVID-19 and the after-effects**

Similar to many other organisations, this year was a roller-coaster COVID ride. The PMZ building needed a high level of maintenance after being mostly closed since March 2020. With a few fits and starts, participants, partners and staff were welcomed back to the building for in-person workshops. This was taken slowly, and cautiously, as a high percentage of the participants, and indeed staff, have health issues that make them more susceptible to infections with recovery a potential challenge. Clear guidelines were agreed within PMZ with regular testing, face masks and social distancing setting a good foundation for safe working in the building. With work in external settings with partners, it was more of a challenge as each setting had different guidelines. As with flu and Norwalk virus outbreaks in the past, PMZ staff would sometimes have very last minute notice that a workshop had been cancelled because of a COVID outbreak. In those cases we quickly adapted and returned to online workshops or delivered some relevant resources.

What has become increasingly evident is the damage resulting from the pandemic in the form of anxiety, loss of confidence and burnout through to lasting health effects from Long COVID and complications with pre-existing conditions. This was true across participants, their families, PMZ staff and partner organisations. Ensuring even greater attention on wellbeing as a result has been crucial to deal with this ongoing impact.

Inevitably, there was also an increasing financial uncertainty as people changed the way they would work in the future, as well as businesses coming to terms with the Job Retention Scheme (JRS) finishing.

The Trustees wanted to take this opportunity to express their gratitude to the Leadership Team and wider staff team for the way they have steered (and continue to steer) PMZ through these tumultuous times.

**3.0 FINANCIAL REVIEW**

As expected, earned income through trading activity had decreased during the financial year due to the pandemic. However, this still resulted in a positive year end position due to the support of local authority grants and the JRS, along with continued support from existing much valued funders and some new funding facilitated by the new Fundraising Manager and members of the Leadership Team as well as continued savings due to the restrictions.

PMZ is registered with the Fundraising Regulator and received no complaints with regard to fundraising.

## Trustees' Report

### For the year ended 31 March 2022

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 and unconfirmed future income and expenditure models. The Trustees will monitor funding and expenditure closely during the next financial year.

Plymouth Music Zone continues to use a business model based on full cost recovery principles and will continue to diversify the 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 2021/2022 financial year, the Statement of Financial Activities shows our reserves standing at £362,909 (2020/2021 £260,401).

#### 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 15 - 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 agreed to continue with an approach 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.

**Trustees' Report**  
**For the year ended 31 March 2022**

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

	<b>Target figures</b>	<b>2021/2022 figures</b>
• Development Fund	£110,000	£139,368
• 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	£44,746

The current levels of Designated Reserves are detailed in the Statement of Funds, in the accounts and currently stand at £284,114.

Given the ongoing desire to, where possible, target investment in fundraising and marketing the Trustees are confident that a comprehensive strategy is in place to achieve and maintain the desired level of designated reserves in future years and will review both the level of its Reserves and its policy on an annual basis.

**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 to 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 for Community Music and 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.

## **Trustees' Report**

### **For the year ended 31 March 2022**

#### **University of Plymouth – Knowledge Exchange Project**

The University of Plymouth was awarded almost half a million pounds in 2020 to fund an innovative partnership project, enhancing support for students to develop and share valuable skills across the city's business and community sectors.

PMZ has been a key community partner in the 'Knowledge Exchange' project. The charity has hosted a number of University students over the past two years (including throughout the pandemic) to help broaden their perspectives on working with a diverse range of individuals and communities.

#### **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**

A range of Trusts and Foundations support PMZ across the whole range of ages and varying groups of people that PMZ aims to work with.

#### **Material Investments Policy**

The majority of funds are placed in high interest accounts.

## **4.0 LOOKING FORWARD - Future Developments**

### **COVID-19 – Safety and togetherness**

PMZ intends to continue to respond to COVID and beyond with its participants at the heart of what is needed. With a large proportion of participants with medical and other vulnerabilities this has meant keeping our current safety guidelines for working with COVID still very much in operation – even as the 'outside world' seems to be moving on at a different pace with fewer restrictions. By reassuring others we remain committed to their safety we have been able to welcome people back to in-person music sessions and all the associated social advantages that can bring. More regular workshops will continue to be added to the programme according to the funding we hold.

Outreach working will be subject to the guidelines laid down by our partners and, as in the previous year, we anticipate each setting will be slightly different. At the same time, we will continue to ask our partners to work within our own guidelines to ensure the safety of PMZ staff.

## **Trustees' Report**

### **For the year ended 31 March 2022**

At the time of this report, the pandemic situation still remains uncertain as levels of Covid19 begin to rise once again. PMZ is confident it can satisfy its existing funders with the hybrid delivery it has been providing to date. We will do all we can to keep our building open to participants and staff to increase those opportunities for connection that we all cherish.

By necessity, it has been a slow return – workshops have needed to be smaller to allow social distancing and the timetable of activities has needed to be relaxed to allow for appropriate cleaning in between groups visiting and to allow for safe exit and entries. We will continue with this diligence as we move forward.

#### **Capacity and Inclusive Leadership – viable and visible**

The pandemic has directly impacted our capacity and increased the complexity of our work with partner organisations following the most profoundly impacting time that has shaken us all. It's been a time of cementing need that has shone a glaring light on disproportionate inequalities that have always been experienced by the communities we have had the privilege of working alongside over the past two decades. And a time when the joy and power of music in creating cultural communities has never felt more needed, and relevant, to the reconnection we all yearn for.

PMZ has always been passionate about genuinely acknowledging and respecting the true value of the deep, creative and cultural potential in the width and wonder of lived experience and expertise. We have always sought to look through a twinned lens of community and social justice to combine musical creativity with care and compassion at its core. To develop and share a practice that listens and responds to what is right there in front of us.

For us, a key future focus will be to ensure we remain sustainable enough to fiercely preserve that passion for inclusion and social justice in its deepest sense. We are 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.

The charity has already won numerous national awards acknowledging that cross sectoral, collaborative and inclusive approach and was the first arts organisation in the UK to receive Gold Investors in People accreditation with the new internationally benchmarked leadership and management standard. It was successful in gaining the Gold accreditation again in 2019/2020 and will be working hard to retain this accreditation in 2022/2023.

PMZ aims to keep demonstrating 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.

## **Trustees' Report**

### **For the year ended 31 March 2022**

Yet, we are also keenly aware we will only ever secure a sustainable enough foundation for that work with the necessary level of investment in our organisational capacity. We will continue to need key funding relationships with those strategic funders who strongly share our mission. We will need support to rebuild and maintain our inclusive workforce to keep investing in the value of that lived expertise. And we will need to recognise that as a sector we cannot hope to preserve the recent important advances in the area of diversity without full acknowledgement of the additional and ongoing financial investment it will certainly require to make it a sustainable proposition.

#### **Sectoral Impact – moving out of the margins**

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 have passionately believed in for over two decades.

We have noticed how much the pandemic has increased the pace of change in many areas and are heartened to see the arts sector move more and more towards a co-creational way of working with communities that we have long advocated.

We are aware of the potential for heightened influence and sectoral impact around inclusive leadership that our values around participation and belonging promote. We also note that many recent reports have also documented that powerful shift and hope to be an important part of that forward momentum.

“We find ourselves, in the field of Co-Creation, not advocating from the margins as we have done historically, but moving closer to being recognised as espousing accepted and necessary principles of good and ethical practice... This is a moment – and arguably the moment - for cultural leadership, with cocreation practice and principles, front and centre”.

Excerpt (page 5) “Considering Co-Creation” Report (April 2021) by Heart of Glass & Battersea Arts Centre (research to support Arts Council England’s 10 year strategy, “Let’s Create”).

**Trustees' Report**  
**For the year ended 31 March 2022**

**Learning and Quality – impact and equal partnership**

The learning from the pandemic and our evaluations and research will 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 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.

We also 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 an improved work/life balance.

**Wellbeing – prioritising the workforce**

The health and wellbeing of our staff will always be of high importance. With this in mind, PMZ will be investing in an Employment Assistance Programme to complement our existing inhouse support. As part of that programme, PMZ will be able to offer staff independent counselling to help with the inevitable anxieties, stress and issues that can emerge from this work, especially exacerbated during these times. The Programme will also offer practical help with other issues for example finance, etc as well as a programme for physical fitness, relaxation, etc.

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 having been described by the Culture Health and Wellbeing Alliance Award judges as being "leaders in the sector" in this area when we won the "Practising Well" Award in 2020.

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.

**Trustees' Report**  
**For the year ended 31 March 2022**

**4.1 LOOKING FORWARD - Vision, Mission and Values: April 2022 – March 2023**

As with many ACE National Portfolio Organisations, PMZ took up the offer of an additional year of funding to the original 4 year NPO agreement which finished in March 2022. The extra year will allow PMZ to address those aims that were restated from 2021/2022 as well as building in responses to the pandemic period. This year will also be used to start to embed more firmly the principles of ACE's 10 year strategy, 'Let's Create'.

The Summary for 2022-2023 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 PMZ works with others to bring hope and joy through music to those who need it most.

**MISSION**

Plymouth Music Zone is a compassionate community music charity that believes everyone should have the chance to have a voice to develop & grow - whoever they are & whatever they're going through. We do what matters most and use highly skilled Music Leaders who deliver a diverse range of innovative & tailored creative music-making activities that inspire togetherness & belonging.

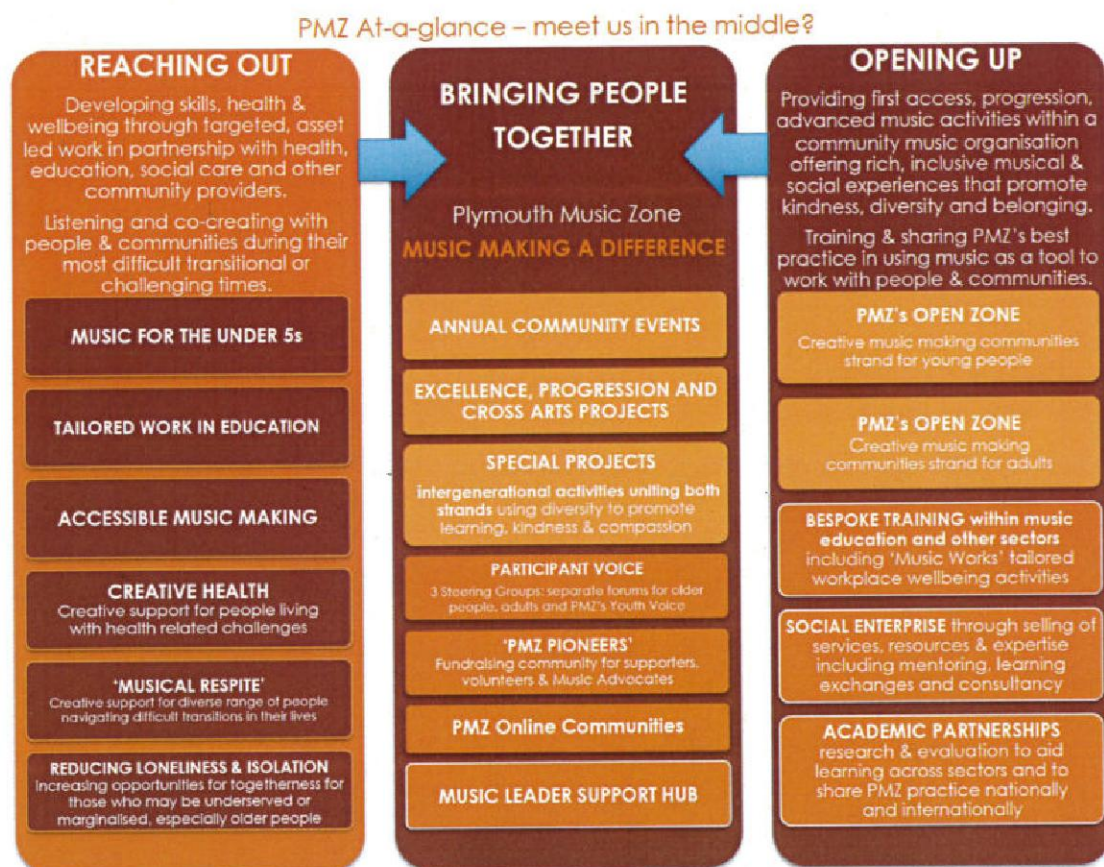
**We achieve our mission by:**

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

**(2) OPENING UP:** We improve access to music through our "Open Zone" that expands the musical & 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. We also deliver specialised training for music educators and other professionals.

**Trustees' Report**  
**For the year ended 31 March 2022**

**(3) BRINGING PEOPLE TOGETHER:** Our targeted & open strands of work meet in the middle through a series of performances, celebration events and special progression and advanced cross arts projects. People are brought together to grow a richer sense of self and community - including the Music Leaders working or training across the different areas of our delivery.



- (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

## VALUES

### PMZ's WORK IS DRIVEN BY SIX KEY VALUES. WE CARE DEEPLY ABOUT:

- (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 period of the plan as we move forward with 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 STRATEGIC PRIORITIES: ADDITIONAL YEAR 2022-2023

Over the next year, PMZ 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

Plymouth Music Zone's  
Key Priority Areas  
2018-2022



**4.3 LOOKING FORWARD – PLYMOUTH MUSIC ZONE WILL ACHIEVE THE FOLLOWING OVERALL AIMS WITHIN EACH OF THE 5 IDENTIFIED KEY STRATEGIC PRIORITY AREAS, FROM WHICH THE 2022/23 ANNUAL AIMS ARE DERIVED ACCORDINGLY:**

**(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 underserved or marginalised individuals and groups.

**Trustees' Report**  
**For the year ended 31 March 2022**

- 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 Continue targeted 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 - listening to its community and acting on what is heard.

**(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 Continue and further develop 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 Investor in People and commit to investing in people at all levels to role model 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 user forums covering all ages and abilities, 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 'Creative 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 Develop the targeted income generation strategy that ensures a diversified income base to ensure financial sustainability.
- 4.2 Develop the 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 on existing international links to maximise our growing national reputation as a flagship community music organisation specialising in 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 which reflects and enhances the diversity of our participants.
- 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 2022-2023**

**(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 hybrid (in-person and digital workshops) and a 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 2023. Deliver an average of 35 in-person creative music making activities to approximately 350 participants per week by March 2023.
- 1.2 Continue to build on performance & progression opportunities by March 2023 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 special projects.
- 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 livestreaming etc. Livestream one event for a diverse audience by March 2023.

**(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 2023 as well as 3 Team Days by March 2023.
- 2.2 Redevelop existing partnerships with stakeholders and incorporate more effective feedback cycles between stakeholders, PMZ's Music Programme Director and Music Leaders by Dec 2022 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 Jan 2023 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 Redevelop and improve the format of TEMPO youth forum to better match young people's patterns of engagement by March 2023.
- 3.2 Redevelop and improve the format of the ENGAGE forum for adults and announce 3 new 'Music Advocates by March 2023 to raise the profile of a diverse range of people and the impact of music on wellbeing.
- 3.3 Hold hybrid learning exchange event by March 2023 to reflect on the learning from the shutdown and the ongoing effects of 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 £343,751 income by 31 March 2023.
- 4.2 Begin re-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 and investigate new CRM system by 31 March 2023.
- 4.3 Recruit a further 3 Trustees and additional Special Advisors by March 2023 through targeted and open recruitment, where needed, to ensure no fewer than 8 or 10 on Board to increase expertise around any identified gaps and broaden diversity of Board.
- 4.4 Deliver marketing strategy focussed on rebuilding the Open Zone workshops to increase participation levels by March 2023. 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 Define systems required to support the diversification of income generation and increased marketing impact by March 2023. 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 2 funded 'sharing learning' experiences by March 2023 to build in-house confidence and capacity for mentoring/consultancy that could increase PMZ's earned income.

## **Trustees' Report**

### **For the year ended 31 March 2022**

- 5.2 Create and pilot new digital creative resource by March 2023 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 2023 that combines CSR and charitable mission.
- 5.4 Work with Plymouth City Council to develop the exploration of extending the building lease and exploration of capital build fundraising options with Trustees/PMZ team by March 2023.

**Plymouth Music Zone Limited**  
**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 1 December 2022**



**Mr P J Courtney**  
**Director and Chair of the Trustees**

## **Plymouth Music Zone Limited**

### **Independent Examiner's Report to the Trustees of Plymouth Music Zone Limited**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2022 which are set out on pages 37 to 52.

#### **Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2001 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2001 Act.

#### **Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2001 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for Accounting and Reporting by Charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: 

Guy Ian Northcott  
FCA Bsc(Econ)Hons, DChA  
For and on behalf of Northcott Trumfield  
Chartered Accountants

Devonshire Villa  
52 Stuart Road  
Stoke  
Plymouth  
PL3 4EE

Date: 1 December 2022

**Plymouth Music Zone Limited**  
**Year ended 31 March 2022**  
**Statement of Financial Activities (including Income and Expenditure Account)**

		Unrestricted funds	2022 Restricted funds	Total funds	2021 Total funds
	Note	£	£	£	£
<b>Income and endowments from:</b>					
Donations and legacies	2	7,848	-	7,848	8,602
Charitable activities	3	52,331	383,652	435,983	348,089
Other trading activities	4	2,140	2,850	4,990	7,948
Investment income	5	80	-	80	203
<b>Total income and endowments</b>		<u>62,399</u>	<u>386,502</u>	<u>448,901</u>	<u>364,842</u>
<b>Expenditure on:</b>					
Charitable activities	6	53,927	289,659	343,586	342,268
Other	6	2,807	-	2,807	1,320
<b>Total expenditure</b>		<u>56,734</u>	<u>289,659</u>	<u>346,393</u>	<u>343,588</u>
<b>Net gains/(losses) on investments</b>		-	-	-	-
<b>Net income/(expenditure)</b>		5,665	96,843	102,508	21,254
<b>Transfers between funds</b>	16	44,459	(44,459)	-	-
<b>Other recognised gains/(losses)</b>		-	-	-	-
<b>Net movement in funds</b>		<u>50,124</u>	<u>52,384</u>	<u>102,508</u>	<u>21,254</u>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>	16	233,990	26,411	260,401	239,147
<b>Total funds carried forward</b>	16	<u>284,114</u>	<u>78,795</u>	<u>362,909</u>	<u>260,401</u>

All income and expenditure is derived from continuing activities

**Plymouth Music Zone Limited**  
**Year ended 31 March 2022**  
**Statement of Financial Position**

		2022		2021	
	Note	£	£	£	£
<b>Fixed Assets</b>					
Tangible assets	11		44,746		48,797
<b>Current Assets</b>					
Debtors	12	28,658		17,611	
Cash at bank and in hand		307,295		214,123	
		<u>335,953</u>		<u>231,734</u>	
<b>Creditors falling due inside one year</b>	13	<u>17,790</u>		<u>20,130</u>	
<b>Net current assets</b>			<u>318,163</u>		<u>211,604</u>
			362,909		260,401
<b>Creditors falling due after more than one year</b>					
<b>Provisions for liabilities and charges</b>					
<b>Total Net Assets</b>			<u>362,909</u>		<u>260,401</u>
<b>Charity Funds</b>					
<b>Unrestricted funds</b>		16	284,114		233,990
<b>Restricted funds</b>		16	78,795		26,411
			<u>362,909</u>		<u>260,401</u>

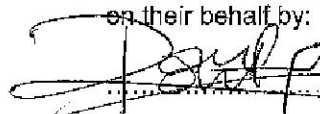
These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

For the year ending 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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 complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The Financial Statements were approved and authorised for issue by the Trustees on 1 December 2022 and signed on their behalf by:

 Chair of Trustees

P J Courtney

Company registration number 004653409

The notes on pages 39 to 52 form part of these accounts.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**1 Accounting policies**

**(a) Basis of preparation of the accounts**

Plymouth Music Zone Limited is a company limited by guarantee in England and 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 in October 2019, 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 financial statements are prepared on a going concern basis under the historical cost convention as there are no material uncertainties existing. 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.

**(b) 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.

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity 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.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**(c) 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.

**(d) Investment Income**

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

**(e) 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.

**(f) 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.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**(g) 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

**(h) 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.

**(i) 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.

**(j) 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.

**(k) 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.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**(1) 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.

**(m) 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.

**(n) 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 Donations and legacies**

	Unrestricted Funds	
	2022	2021
	£	£
Donations	7,303	8,002
Gift Aid	545	600
	<u>7,848</u>	<u>8,602</u>

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**3 Charitable activities**

	Unrestricted Funds	
	2022	2021
	£	£
Grants and contracts		
Other funders	-	4,476
PCC Small Business Grant Covid 19	16,000	39,143
HMRC CJRS	36,331	32,105
	<u>52,331</u>	<u>75,724</u>

**Contracts and grants**

	Restricted Funds	
	2022	2021
	£	£
Youth Music Zone Grant	61,518	61,519
Arts Council England Grant	263,967	132,392
Knowledge Exchange	30,000	25,000
The National Lottery Community Fund	-	35,349
Other funders	28,167	18,105
	<u>383,652</u>	<u>272,365</u>

**4 Other trading activities**

	Unrestricted Funds	
	2022	2021
	£	£
Music sessions	<u>2,140</u>	<u>5,098</u>

	Restricted Funds	
	2022	2021
	£	£
Music sessions	<u>2,850</u>	<u>2,850</u>

**5 Investment income**

	Unrestricted Funds	
	2022	2021
	£	£
Bank interest	<u>80</u>	<u>203</u>

Plymouth Music Zone Limited  
Notes to the Accounts  
for the year ended 31 March 2022

6 Expenditure

Charitable activities 2022	Unrestricted £	Music Youth £	Arts Council England £	Knowledge Exchange £	The National Lottery Community Fund £	Sensory £	SMS Refurb £	Trusts and Foundations £	Total Restricted £
Direct labour	36,373	12,097	149,438	20,350	2,000	492	-	4,401	188,778
Direct costs	-	97	8,335	-	-	-	-	-	8,432
Equipment	-	-	-	-	-	-	-	-	-
Depreciation	4,426	-	-	-	-	-	-	-	-
Wages and salaries	-	9,210	44,061	4,714	-	532	-	5,932	64,449
Pension contributions	-	-	-	-	-	-	-	-	-
National Insurance contributions	-	-	-	-	-	-	-	-	-
Other staff costs	-	218	464	80	-	-	-	47	809
Office costs	4	957	3,016	346	-	38	-	446	4,803
Premises	13,124	553	12,907	195	-	27	-	626	14,308
Support	-	-	8,080	-	-	-	-	-	8,080
Professional fees	-	-	-	-	-	-	-	-	-
	53,927	23,132	226,301	25,685	2,000	1,089	-	11,452	289,659
<b>Other</b>									
Independent Examination	2,807	-	-	-	-	-	-	-	-
	56,734	23,132	226,301	25,685	2,000	1,089	-	11,452	289,659

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**6 Expenditure continued**

Charitable activities	Unrestricted	Music Youth		Arts Council England		Knowledge Exchange		The National Lottery Community Fund		Sensory Refurb		Trusts and Foundations		Total Restricted	
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
Direct labour	32,760	13,253	70,823	17,924	24,829	944	-	5,466	133,239						
Direct costs	-	-	2,643	-	-	-	-	3,959	6,602						
Equipment	-	-	-	-	-	-	-	-	869						
Depreciation	4,671	-	-	-	-	-	-	-	-						
Wages and salaries	(22,540)	18,224	73,127	10,245	23,298	2,402	-	15,437	142,733						
Pension contributions	8,655	-	-	-	-	-	-	-	-						
National Insurance contributions	15,555	-	-	-	-	-	-	-	-						
Other staff costs	-	9	37	6	14	1	-	9	76						
Office costs	760	870	4,287	788	988	102	-	1,060	8,095						
Premises	91	1,039	4,966	1,014	1,223	128	-	1,295	9,665						
Support	7	-	-	-	-	-	-	-	-						
Professional fees	(1,145)	261	1,131	177	317	33	-	256	2,175						
	<b>38,814</b>	<b>33,656</b>	<b>157,014</b>	<b>30,154</b>	<b>50,154</b>	<b>3,610</b>	<b>869</b>	<b>27,482</b>	<b>303,454</b>						

**Other**

Independent Examination	1,320
	<u>40,134</u>

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**7 Net income for the financial year**

	2022	2021
	£	£
This is stated after charging		
Depreciation	4,671	4,671
Independent Examiner's Fees	2,400	1,320

**8 Governance costs**

	2022	2021
	£	£
Independent Examination	2,400	1,320
Administrative costs	407	-
	<u>2,807</u>	<u>1,320</u>

**9 Trustees' and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the year (2021 £nil).  
The trustees did not have any expenses reimbursed during the year (2021 £nil).  
The total amounts of employee benefits received by key management personnel is £170,094 (2021 £183,365).  
The charity considers its senior management team as its key management personnel.

**10 Staff costs and employee benefits**

	2022	2021
	£	£
Salaries and wages	265,473	262,330
Social security	15,635	15,555
Defined contribution pension costs	8,492	8,655
	<u>289,600</u>	<u>286,540</u>

The average monthly number of employees and full-time equivalent (FTE) during the year was:-

	2022	2021
	Number	Number
Charitable activities	14	16

No employees received total employee benefits (excluding employer pension costs) or more than £60,000.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**11 Tangible fixed assets**

	Freehold Land and Buildings £	Leasehold Land and Buildings £	Equipment and Instruments £	Motor Vehicles £	Total £
<b>Cost</b>					
Balance brought down	25,845	39,129	129,738	26,385	221,097
Additions	-	-	375	-	375
Disposals	-	-	-	-	-
Balance carried down	<u>25,845</u>	<u>39,129</u>	<u>130,113</u>	<u>-</u>	<u>221,472</u>
<b>Depreciation</b>					
Balance brought down	7,141	15,110	123,664	26,385	172,300
Depreciation	1,723	1,863	840	-	4,426
Disposals	-	-	-	-	-
Balance carried down	<u>8,864</u>	<u>16,973</u>	<u>124,504</u>	<u>-</u>	<u>176,726</u>
<b>Net Book Value 31 March 2022</b>	<u>16,981</u>	<u>22,156</u>	<u>5,609</u>	<u>-</u>	<u>44,746</u>
<b>Net Book Value 31 March 2021</b>	<u>18,704</u>	<u>24,019</u>	<u>6,074</u>	<u>-</u>	<u>48,797</u>

**12 Debtors**

	2022 £	2021 £
Trade debtors	7,500	7,500
Prepayments	2,352	2,399
Accrued income	18,806	7,712
	<u>28,658</u>	<u>17,611</u>

**13 Creditors falling due inside one year**

	2022 £	2021 £
Trade creditors	3,199	3,531
Accruals	2,521	6,438
Other taxes and social security	5,150	3,385
Deferred income	5,000	5,000
Other creditors	1,920	1,776
	<u>17,790</u>	<u>20,130</u>

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**14 Related Party Transactions**

During the year trustees in aggregate made donations of £480 (2021 £480). There were no other related party transactions.

**15 Deferred income**

	£
1 April 2021	5,000
Additions during the year	5,000
Amounts released to income in the year	5,000
At 31 March 2022	<u>5,000</u>

Income has been deferred for timing reasons.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**16 Fund reconciliation**

<b>Funds of the charity</b>	<b>Balance Brought Forward</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer In</b>	<b>Transfer Out</b>	<b>Balance Carried Forward</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>	-	62,399	56,734	48,510	54,175	-
<b>Designated funds</b>						
Development	85,193	-	-	54,175	-	139,368
Building and repair	30,000	-	-	-	-	30,000
Redundancy and staff costs	60,000	-	-	-	-	60,000
Innovation fund	10,000	-	-	-	-	10,000
Fixed asset	48,797	-	-	-	4,051	44,746
	<b>233,990</b>	<b>-</b>	<b>-</b>	<b>54,175</b>	<b>4,051</b>	<b>284,114</b>
<b>Restricted funds</b>						
Youth Music	15,390	61,518	23,132	-	5,832	47,944
Arts Council England	(5,464)	263,967	226,301	-	30,740	1,462
The National Lottery Community Fund	2,000	-	2,000	-	-	-
Sensory	-	2,850	1,089	-	906	855
Knowledge Exchange	(3,870)	30,000	25,685	-	158	287
Other Donors	18,355	28,167	11,452	-	6,823	28,247
	<b>26,411</b>	<b>386,502</b>	<b>289,659</b>	<b>-</b>	<b>44,459</b>	<b>78,795</b>
<b>Total</b>	<b>260,401</b>	<b>448,901</b>	<b>346,393</b>	<b>102,685</b>	<b>102,685</b>	<b>362,909</b>

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**16 Fund reconciliation continued**

<b>Funds of the charity</b>	<b>Balance Brought Forward</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer In</b>	<b>Transfer Out</b>	<b>Balance Carried Forward</b>
<b>2021</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>	-	89,627	35,463	-	54,164	-
<b>Designated funds</b>						
Development	61,881	-	-	28,312	5,000	85,193
Building and repair	30,000	-	-	-	-	30,000
Redundancy and staff costs	55,000	-	-	5,000	-	60,000
Innovation fund	10,000	-	-	-	-	10,000
Fixed asset	53,468	-	4,671	-	-	48,797
	<b>210,349</b>	<b>-</b>	<b>4,671</b>	<b>33,312</b>	<b>5,000</b>	<b>233,990</b>
<b>Restricted funds</b>						
Youth Music	(17,716)	61,519	33,656	4,703	-	15,390
Arts Council England	-	132,392	157,014	19,158	-	(5,464)
Trust and Foundations	2,741	25,000	30,154	3,525	1,112	-
The National Lottery Community Fund	13,634	35,349	50,669	3,868	-	2,000
Sensory	-	2,852	3,610	760	-	-
SMS Refurb	-	-	869	869	-	-
Knowledge Exchange	-	18,105	18,104	1,283	5,154	(3,870)
Other Donors	29,599	-	9,378	-	1,866	18,355
	<b>28,798</b>	<b>275,215</b>	<b>303,454</b>	<b>33,984</b>	<b>8,132</b>	<b>26,411</b>
<b>Total</b>	<b>239,147</b>	<b>364,842</b>	<b>343,588</b>	<b>67,296</b>	<b>67,296</b>	<b>260,401</b>

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**16 Fund reconciliation continued**

**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.

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.

**Plymouth Music Zone Limited**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**17 Analysis of net assets between funds**

<b>2022</b>		Unrestricted funds	Designated funds	Restricted funds
	£	£	£	£
Fixed Assets	44,746	-	44,746	
Net current assets	318,163	-	239,368	78,795
	<u>344,103</u>	<u>-</u>	<u>284,114</u>	<u>78,795</u>

<b>2021</b>		Unrestricted funds	Designated funds	Restricted funds
	£	£	£	£
Fixed Assets	48,797	-	48,797	-
Net current assets	211,604	-	185,193	26,411
	<u>260,401</u>	<u>-</u>	<u>233,990</u>	<u>26,411</u>

**18 Pensions**

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £8,492 (2021 £8,655).