

**PIMLICO MUSICAL FOUNDATION
STRATEGIC REVIEW 2021**

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1. Executive Summary

- 1.1 The original reasons for founding the PMF in 2015 – the importance of choral musical education in childhood development, and the challenge of making such an education available to under-privileged children in an area of considerable poverty such as Pimlico – remain as convincing as ever, and have been reinforced by recent reductions in funding for musical education. Experience over the last six years has shown that the key components of the PMF’s services – in-schools work, the children’s choir, the foundation choir, the foundation scholars, the teacher-singers, and the PMF chorus – all remain crucial to the PMF’s success. This is reflected in the excellent levels of participation among local children and their parents (Chapters 2, 3, 4 and 5).
- 1.2 Consistent with its charitable objects, the PMF’s vision for the next five years is that all children in Pimlico should have access to a high-quality choral and musical education and the support they need to pursue that education throughout their school careers (Chapter 7). In light of experience and the changing external environment, the PMF will aim to achieve the following objectives over the period of the review (Chapter 6):
- Expand **schools coverage** to all local primary schools, and put in place annual agreements with each.
 - Create and implement a **retention strategy** for PMF programmes, including a standardised PMF curriculum and means for older children to continue to develop their singing.
 - Create and implement a **communication strategy** including the use of social media and local Family Hubs, with the aim of:
 - expanding the charity’s reach across the **community**;
 - strengthening the corporate identity of the **children’s choir**; and
 - creating a development and marketing plan for the **adult chorus**.
 - Review the role of the **teacher-singers**, including mentoring, and consider a training programme for potential new recruits.
 - Revisit the programme of adult **singalongs**, including the repertoire.
 - Reconsider the format of the **regular PMF concerts**.
 - Consider carefully how to a possible **second weekly service** at St Gabriel’s might be implemented, including timescale, resource costs, and likely levels of participation.
 - Create and implement a **fund-raising strategy** to reduce dependence on trusts and grants and increase corporate support.
 - Consider how and when to **consult beneficiaries** further about their experience of the PMF’s programmes.

These and other objectives are set out in more detail, with the likely costs, in Chapters 8, 9 and 10.

2. The origins and foundation of the charity

- 2.1 The Pimlico Musical Foundation is a Charitable Incorporated Organisation (CIO), Charity Registration Number 1163223. It is based in St Gabriel's Parish House on the Churchill Gardens Estate in Pimlico, Westminster. Its constitution was approved by the Charity Commission on 20 August 2015, and revised on 2 July 2019 and again on 18 June 2021.
- 2.2 The charity was founded by St Gabriel's Parochial Church Council in collaboration with Ralph Allwood MBE, because practical experience and academic research had demonstrated that music, and in particular singing, was a crucial part of any child's education. Teaching music improved not only musical skills *per se* but also language and literacy, creativity, and general physical and mental health. The British choral tradition had played an important part in the country's educational and social history. Many church, cathedral and college choirs already offered young people a thorough musical training in diverse types of music, as did the country's wide variety of amateur choirs and choral societies. But these institutions did not reach all social groups.
- 2.3 Against this background, successive governments had recognised the importance of music in education, and – for example – subsidised music education services had been offered to schools via local Music Education Hubs (partnerships between schools, government, and community organisations). However, such funding was necessarily limited, and many children missed out, often because of their social, economic or ethnic background. School staff also sometimes lacked the training needed to be able to teach music with confidence. Many teachers also believed that state funding for school music programmes would continue to be vulnerable for the foreseeable future.
- 2.4 The challenge was particularly evident in areas of significant social deprivation such as Pimlico. While this densely-populated area included some pockets of considerable wealth, much of it was covered by council estates (including the Churchill Gardens Estate, the largest in Westminster) and low-cost private housing. The area was notably ethnically diverse, with significant populations speaking first languages other than English.
- 2.5 Pimlico wards were more deprived than the UK average, and one was amongst the 10% most deprived council wards in the UK. The average annual income of a Pimlico resident was 12% lower than the average for London. Nearly a third of all Pimlico schoolchildren received free school meals, and in some schools this rose to over 50%. With poverty came a range of attendant social problems.
- 2.6 The PMF was therefore created in 2015 to help address the deficit in musical education in the Pimlico area. The PMF aims to contribute to the alleviation of the effects of deprivation, and to community cohesion via the provision of an education in choral music.

2.7 The Charity's current formal objects, as agreed by the Charity Commission, are:

The advancement of education and the arts by the provision of musical services to St Gabriel's Church, Pimlico, its parish, and the surrounding area, for the benefit of the public, including in particular:

- *the advancement and promotion of the arts for the benefit of the public, including through providing funding for choirs and associated staff, the members of the choirs to be drawn in particular from children and young adults living in Pimlico and the surrounding area who are in social need; and*
- *the advancement of education for the benefit of the public through the provision of grants for music lessons, in the first instance for the benefit of children and young adults living in Pimlico and the surrounding area.*

2.8 Consistent with these objects, the PMF provides a music education for children from disadvantaged backgrounds, regardless of race or creed. It complements other music educational programmes, by offering less well-off children specialist instruction at no cost to their families or their schools. The PMF's work is focussed on Pimlico, but with the additional aim of becoming a general model of success for other communities.

2.9 The PMF benefits from cost-free space for rehearsal and performance, provided by St Gabriel's Parochial Church Council and by the St Gabriel's Parish House charity. This represents a significant cost saving compared to other available rental space in the area, and also helps to attract audiences beyond the school communities.

3. Structure and organisation

3.1 The PMF is governed by a Board of Trustees. The current Trustees are:

- Ralph Allwood MBE;
- Rev'd Owen Higgs (Chairman and Treasurer);
- Laura Holleman;
- Felix Martin;
- Tamara Oppenheimer QC;
- Dr Stephen Sklaroff; and
- Kevin Stoneham.

3.2 The charity's safeguarding officers are Valerie Michelet and Caroline Colvin, who report regularly to the Trustees on safeguarding issues.

3.3 The PMF's staff team currently includes:

- James Day (Artistic Director);
- Sarah Rennix (Project Development Manager);
- A Choirs and Administration Manager (post currently vacant); and
- Around 10 Teacher-Singers.

3.4 In line with the PMF's objects, the Trustees have adopted a series of formal policies to govern the PMF's work. These can be found here:
<https://pimlicomusicalfoundation.org.uk/policies/>

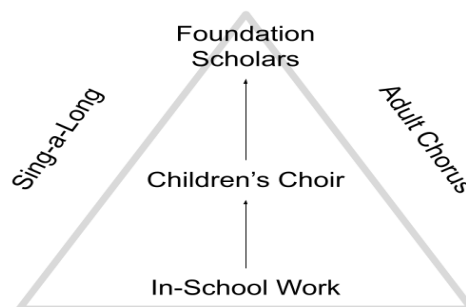
3.5 See Chapter 10 for a current staff chart.

4. Progress, current activities, and scope for change

4.1 The PMF has grown considerably in the six years since its foundation. The charity currently provides out-of-school services to six of Pimlico's primary schools and in-school services to four of them. In a typical year, it reaches approximately 800 local children between the ages of 7 and 11 through five main types of provision:

- **In-schools work** providing support for music education during school hours by augmenting schools' existing music programmes;
- a **Children's Choir** which meets once a week after school during term-time and provides additional choral instruction, along with opportunities for building relationships between children who attend different local schools, and their parents;
- a **Foundation Choir** which meets to sing music from the British choral tradition and beyond. The Choir comprises the **Foundation Scholars** who receive further musical education from the **Teacher-Singers**;
- the **PMF Chorus**, an adult choir of local residents which also supports the children's choirs, including at multi-school concerts;
- a programme of adult **Singalongs**, to which open invitations are made locally.

4.2 The relationships between the main areas of work are illustrated below:



4.3 The PMF has achieved a considerable degree of success. A formal survey in 2018/19 showed that 80% of PMF children reported increased confidence after participating in concerts, and 90% wanted to take part in future concerts. Levels of participation in, and enthusiasm for, PMF activities amongst children, their parents and other adults have remained high since then, shown – for example – in the attendances at the regular joint concerts at St Gabriel's.

4.4 As the work of each of the PMF's programmes has evolved, effective partnerships have been established with a wide range of other bodies, including:

- The Tri-borough Music Hub;
- Westminster School;
- Future Academies & other local primary schools;
- English National Opera;
- Open Air Theatre;
- The Rodolfus Foundation;
- Brandenburg Festival;
- London Choral Sinfonia;
- Fulham Symphony Orchestra;
- Magdalen College, Oxford;
- Westminster Cathedral Choir School;
- London Handel Festival;
- South West Fest; and
- Inner Voices

4.5 The timeline below summarises the development of the main elements of the PMF's work since the foundation of the charity.

Timeline of PMF development

2015/2016	<p>Tuition:</p> <ul style="list-style-type: none"> • In-School work begins <p>Performances:</p> <ul style="list-style-type: none"> • December: Concert performance of Handel's <i>Messiah</i> given by a choir drawn from St Gabriel's Primary school and the Warwick Ward Conservative Association Chorus (WWCC); performance of the <i>Nutcracker</i> at St John's Smith Square (SJSS) with the Fulham Symphony Orchestra • March: Concert during the school day • June: Queen's Birthday concert (Handel's <i>My Heart</i>, Bernstein's <i>Chichester Psalms</i>)
2016/2017	<p>Tuition:</p> <ul style="list-style-type: none"> • In-Schools work expanded • Pimlico Children's Choir (PCC) founded • March: Zimbe workshops at the St Gabriel's Parish House with schools and Alexander L'Estrange <p>Performances:</p> <ul style="list-style-type: none"> • December: Concert with the Sir Simon Milton Foundation (PCC/WWCC/Schools) • June: Zimbe Concert with Chorus and Schools

2017/2018	<p>Tuition:</p> <ul style="list-style-type: none"> • Teacher-Singers appointed for 2018/2019 <p>Performances:</p> <ul style="list-style-type: none"> • October: “Come & Sing” performance of Mozart’s <i>Requiem</i> with the Rodolfus Foundation and the Brandenburg Festival • December: Informal performance by Adult Chorus and the PCC of Vivaldi’s <i>Gloria</i> • December: Winter Concert with ORNCCC & PCC including Vivaldi’s <i>Gloria</i> • June: Summer Concert - ‘Those Magnificent Men’ including extracts from Fauré’s <i>Requiem</i> <p>Evaluation:</p> <ul style="list-style-type: none"> • Evaluation of PMF schools work by Simon Toyne.
2018/2019	<p>Tuition:</p> <ul style="list-style-type: none"> • Foundation Choir Founded <p>Performances:</p> <ul style="list-style-type: none"> • December: A Pimlico Christmas by Candlelight (extracts from Vivaldi’s <i>Gloria</i> and Handel’s <i>Messiah</i>) • March: This Triumphant Day - Purcell’s <i>Come Ye Sons of Art</i> • March: <i>Hansel & Gretel</i> with the ENO • June: <i>Hansel & Gretel</i> with the ENO at the Open Air Theatre; <i>Joseph</i> & Extracts from <i>Hansel and Gretel</i> with PCC, Chorus, Schools and Foundation Choir (FC) <p>Evaluation:</p> <ul style="list-style-type: none"> • Theory of Change produced.
2019/2020	<p>Performances:</p> <ul style="list-style-type: none"> • November: Come & Sing with Rodolfus and Brandenburg. <i>Dido and Aeneas</i> and <i>West Side Story</i> Medley • December: <i>Joy to the World</i>, Britten’s <i>St Nicolas</i> at SJSS • February: Mass at Westminster Cathedral (with Westminster Cathedral Choir), Evensong at Magdalen College, Oxford • June: Online showcase concert (by Zoom in light of Covid restrictions) • July: Here comes the Song • August: Summer School 2020 including a visit from Paul McCreesh of the Gabrieli Consort. • Cancellations due to Covid restrictions included a planned Duruflé (with Westminster School) concert at the Barbican and a “Come & Sing” performance of Mendelsohn’s <i>Elijah</i>. <p>Evaluation:</p> <ul style="list-style-type: none"> • Ian Wicks’ evaluation of the Foundation Choir.

2020/2021	<ul style="list-style-type: none"> • Dec: <i>Messiah Reimagined</i> with London Handel Festival; Christmas Concert with Magdalen Choir. • Carol Singing with the Pimlico Million was cancelled due to Covid restrictions • January - June: <i>Messiah Reimagined</i> • June: Choral Evensong with Inner Voices • June: Singalong at SouthWest Fest
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4.6 The remainder of this chapter describes in more detail the progress made so far in each of these areas, and identifies ways in which the PMF's work in each might develop in future, described in more detail in subsequent chapters.

In-schools

4.7 The PMF began its work in schools with St Gabriel's Primary School. There were four key aims:

- to build a relationship with school staff so that the PMF could become a serious part of their musical offering;
- to provide supplementary music teaching to the schools, especially where the current music programme did not cover all pupils;
- to teach a basic level of musicianship consistently across Pimlico's primary schools, and ensure that every child had a chance to sing; and
- to create a culture of singing and thus help recruitment for other PMF activities.

From the beginning, a close working relationship was fostered with the schools. This enabled tailored provision to be provided to each, ensuring a good fit with existing programmes and partnerships.

4.8 Classes are ordinarily taught by the Teacher-Singers (see para 4.17), in large groups so as to ensure contact with as many students as possible. After-school opportunities for singing are also regularly offered. At the end of each term, students from all the schools are given the opportunity to come together for a joint choral concert for parents and other members of the community, supported by the PMF's adult Chorus (see paras 4.18– 4.20).

4.9 This approach has had considerable success. Over the last six years, all the primary schools in Pimlico have increased their musical offerings, partly or largely in response to the value the schools have seen in the specialist music teaching provided by the PMF. In 2019, the Future Academies commissioned an audit and new framework from the London Music Masters (the music education charity). James Day, the PMF's Artistic Director, served on the relevant committee. The outcome was a significant increase in resources for music in local schools, including the employment of a primary school music

specialist to work in both the Pimlico Primary and Churchill Gardens Primary Schools (in each of which the PMF works). Following the Covid-19 pandemic (see paras 5.5 – 5.8), all of the PMF’s partner schools are planning to relaunch full music programmes. A number of these schools have employed new staff who are or were PMF teacher-singers.

- 4.10 It therefore seems appropriate that in-schools work should continue to be a fundamental part of the PMF’s future services to children from less advantageous backgrounds.

Children’s Choir

- 4.11 The Choir was founded in 2017/2018 as the second element of the PMF’s children-focussed programmes. The intention was to provide an environment in which children and their families could develop a culture of singing outside the school environment. The age range has varied, and currently includes years 3 – 6. The Choir’s repertoire has been a mixture of sacred and secular music.
- 4.12 The Choir has in part served as a ‘feeder’ for the Foundation Choir (see paras 4.14 – 4.16). Until 2020 (when activity was paused due to the Covid-19 pandemic), the Choir rehearsed free of charge in St Gabriel’s School. In 2021/2022, the Choir will start to rehearse at St Gabriel’s Church. The Choir was originally run by a series of dedicated administrators, but that role has now been merged with the similar post administering the Foundation Choir (see para 3.3).
- 4.13 The Children’s Choir remains a major part of the PMF’s work. The activities of the Choir, and the attendant discipline of regular practice, are a key component of the PMF’s educational services. The Choir performs to a high standard and takes part in a number of collaborative projects. The process of finding good singers is working, and it is expected that this will continue. But there are fluctuations in the number of participants during a typical year. A high enrolment in September tends to tail off thereafter. One factor is the fact that competing after-school clubs tend to operate in the Spring and Summer. Another is the lack of a strong corporate identity for the Choir. One possibility for the future would be to offer workshops in the local authority-run Family Hubs to reach disadvantaged children outside the current school programmes.

Foundation Choir

- 4.14 As indicated in the time-line in para 4.5, the Foundation Choir was created in 2018. It has sung at the St Gabriel’s Christmas Carol service for the last three years. The membership is taken from the PMF’s partner schools and from the PMF Children’s Choir. An advanced music education, including one-to-one instrumental tuition, is offered to around 18 **Foundation Scholars** who demonstrate a particular enthusiasm and talent for music. The Foundation Scholars sing Evensong at St. Gabriel’s Church once a week and the original intention was that they should also eventually sing at a second service each week during term time.

- 4.15 It has been observed that many of those involved would otherwise never have been exposed to the rich musical tradition represented by the music sung at Evensong. Joint activities with other choirs and institutions have been a major part of the Foundation Choir's success. Examples include Choral Evensong at Magdalen College, Oxford and a joint performance of *Hansel and Gretel* with Regent's Park ENO Opera (see para 4.5). These collaborations help create wider horizons and aspirations for children who would otherwise not experience them.
- 4.16 In the early years, the Choir focussed mainly on music from the traditional choral canon. More recently it has branched out into music from under-represented groups of composers. For some time it proved difficult to retain members as students moved from primary to secondary education, but this is now less of an issue, and the current challenge is that children whose voices have changed still want to participate in PMF activities, which do not yet easily accommodate them (see Chapters 5 and 6). Those children who do sing would almost certainly benefit from more training in sight-reading, perhaps involving the Associated Board.

The Teacher-Singers

- 4.17 Tuition for the Foundation Scholars is provided by a team of Teacher-Singers. These specialist music teachers also sing with the children and play an active mentoring role. They have the opportunity to teach individual instrumental and singing lessons, and to work in the schools with which the PMF collaborates. Over the last few years they have become more engaged with the full range of the PMF's programmes. Their talent and application are a major part of the PMF's success.

The PMF Chorus

- 4.18 The Chorus originally took shape as part of the early *Messiah* concerts (see timeline in para 4.5). Since then, the Chorus have rehearsed at the church and have performed regularly at PMF concerts. They constitute a core group of supporters for the PMF more widely, and one or two of them contribute financially to the charity.
- 4.19 Recruitment for the Chorus has been a challenge. Views have varied regarding the Chorus's role and repertoire. A balance obviously needs to be struck between greater accessibility for members of the community without a traditional musical background, and the retention of the current core membership. Recently, the Chorus has been refocused on the model of a choral society so as to help clarify its identity. Against this background, there is scope for further development of the Chorus's marketing, so as to maintain a clearer identity during the gaps between rehearsal periods.

4.20 Possible further future developments for the Chorus would include:

- expanding the use of the *Musicalia* newsletter;
- a welcome letter for newcomers, containing rehearsal and concert dates and information on repertoire;
- a “buddy” system for new members;
- better marketing via the PMF website, church, other community organisations, and social media;
- invitations to attend PMF children’s events such as Evensong;
- the opportunity to book singing lessons with a Teacher-Singer or perhaps an annual session on singing technique.

Singalongs

4.21 In order to ensure wider community involvement, accessible community singing events – “**sing-a-longs**” – are also organised. These also allow for invitations to guest conductors and cover a wider repertoire (pop, jazz, musical theatre, etc). A further expansion of the singalong programme would enhance the PMF’s contribution to community cohesion generally.

Concerts

4.22 In a normal year, the PMF runs three concerts. These bring together several of the PMF’s programmes, and are usually attended by all the PMF choirs. They have generally taken place at St Gabriel’s Church. Initially parent engagement was patchy, as parents were reluctant to bring their children after school or attend the concerts themselves. This has changed significantly over time and the current willingness of parents to come to concerts at the church is a major success for the charity. Nonetheless, there may be scope for keeping the long-standing formula for these concerts under review.

Communications and community engagement

4.23 Communication of the PMF’s activities to potential participants, audiences and supporters has happened in a variety of ways since the charity’s inception. Direct communication with pupils and their families has often taken place through existing school mechanisms. Concerts and other activities (such as the PMF Chorus) have been advertised through established means. Tailored materials have been produced for use with potential individual donors and in connection with specific grant applications. A PMF website has also been developed, which advertises activities and aids fund-raising. In addition, briefing has been provided for occasional press articles (e.g. in the London Evening Standard).

4.24 While successful up to a point, these means of communication are essentially *ad hoc* and do little to raise the profile of the organisation more generally. In considering what more might be done, it will be important to have a clear view of the objectives. For example, the PMF as presently constituted is a local rather than a national charity and hence the balance between local and national

publicity is relevant. If a higher profile beyond the local area is to be sought, the precise aims should be clear.

- 4.25 Within the Pimlico area, there is certainly scope for making the charity better known to potential supporters, both individual and corporate. Better use could be made of existing local communication networks, including residents' associations, societies and clubs. A social media strategy would enable the charity to benefit from a much wider readership, but would involve a significant investment in the production of suitable content, including filmed material. A more systematic approach to branding could also be valuable, as part of a coherent overall marketing strategy. This might involve printed, electronic and physical materials. A clear view of the likely costs and benefits would be important.
- 4.26 While feedback from parents and children has been sought and obtained in a variety of ways since the charity's inception, consideration might helpfully also be given to how best further such consultation could take place regarding particular aspects of the PMF's programmes.

Finance and resources

- 4.27 Since its foundation, the charity's balance sheet has grown considerably and stood at around £110,000 for the period end 31st August, 2021. In the last full year for which figures are available, the charity's income was just over £150,000, and expenditure just under £110,000. It is anticipated that in the formal accounts for the most recent financial year, there will be a deficit of around £40,000, which reflects timing issues. Overall, fund-raising is successfully keeping pace with expenditure. Most regular expenditure goes to pay for the provision of tuition in schools and elsewhere, and on related performance costs including choirs and musicians. Reserves stand at just over £110,000, or 8 months' expenditure, in line with the reserves policy adopted by the Trustees.
- 4.28 Most of the charity's income is raised from a variety of grant-awarding bodies, and some from private donors. The success rate of fund-raising has improved in recent years, and recently has amply covered in-year expenditure and allowed the creation of a modest reserve. But experience during the pandemic (see paras 5.5 – 5.8) has shown the relative fragility of the charity's finances. Some sources of sponsorship income have been lost, and during the pandemic-related lockdowns there was an inevitable reduction in income from corporate and other donors. At the time of writing, the chance of a successful application for grant funding from the customary Trusts and Foundations is estimated at only 5-10%, in light of the unprecedented numbers of applicants and a shift in policy towards emergency grants. But funders are now more open to covering core costs than once they were.
- 4.29 Another recent change in attitude on the part of funders is the increased focus on equality, diversity and inclusion (EDI). Most funders require evidence from applicants of a monitored EDI policy, with a particular focus on the representation of minority and/or disadvantaged groups of people. The charity

was founded to support minority and disadvantaged groups and has already adopted an EDI policy (see Appendix). Levels of diversity in the choirs are very high. The Trustees themselves come from a range of different backgrounds. It would nonetheless be sensible to keep under review further action in this area.

- 4.30 Against the general financial background, the costs of expanding activities or taking on new functions need to be carefully assessed against the likely capacity of the charity to raise the necessary funds. For example, the possible addition of a further church service to the current activities of the Foundation Choir could, if it involved the teacher-singers, add a further £10-20 k to the charity's annual expenditure. It is therefore important to come to a view on the likely limits of the practicable in terms of annual income. This is explored in more detail in chapter 6 of this Report.
- 4.31 It will also be important to consider possible sources of income other than grants and donations, including the possibility of charging for content or consultancy services. The compatibility of such developments with the charity's formal objects (para 2.7) would need to be carefully assessed. A further and related consideration is whether the idea of establishing an endowment fund – as mooted in the early stages of planning for the launch of the charity – is likely to be feasible over the period covered by this review.
- 4.32 Finally, any resulting increase in regular annual expenditure will need to be carefully applied and accounted for to ensure that overall value for money (measured, for example, in terms of expenditure per child served) is maintained or improved. Not only is this important in the light of trustees' obligations to grantors and the beneficiaries of the charity, but it needs to be understood that the high quality of musical education the charity provides cannot be done cheaply.

5. The external environment

- 5.1 The main social and educational drivers underlying the creation of the charity, set out in paras 2.2 – 2.5 above, remain operative. The charity's growth since 2015 indicates that it is meeting a clear need. The important role played by a musical education in supporting deprived children continues to be demonstrated by the academic literature. Despite some recent improvements in musical provision in local schools (much of it fostered by the PMF itself – see para 4.9), the PMF continues to provide benefits to children which are otherwise unavailable. That said, much has changed in the external environment since 2015. The rest of this chapter sets out the main such changes and suggests some implications for the future of the charity.

The political and public policy background

- 5.2 The UK's withdrawal from the EU has affected the broader working environment for UK musicians in a number of ways, including as regards overseas travel and the range of available sources of funding for the Arts. The longer term effects remain to be seen. At the same time, public policy debate on climate change has included a renewed focus on the role of businesses and charities in reducing adverse environmental pressures. This is likely (see para 4.29 above) to remain a matter of interest to potential funders. The PMF should consider adopting practical measures wherever possible to reduce its environmental impact.

Funding for music education

- 5.3 The All-Party Parliamentary Group for Music Education published a *State of the Nation* report in 2019 which argued that music education in the UK had been negatively affected by Government policy, including via a reduction in curriculum time devoted to music. While 50 % of children at independent schools received sustained music tuition, the figure for state schools was only 15 %. The number of music teachers recruited had declined by over 50 % in the last ten years, and the recent withdrawal of training bursaries for arts and humanities subjects made it unlikely that current recruitment targets will be met. The Department for Education has recently published a Model Music Curriculum with the aim of helping to tackle disparity of provision between independent and state schools, but Government subsidy for arts subjects in higher education is likely to be reduced further. The number of children sitting GCSE and A-Level music has fallen by 19% and 30% respectively since 2014 and University music departments are also under threat.
- 5.4 Against this background, in 2020 the Department of Education called for evidence in support of a New Plan for Music Education (NPME), due for publication in 2022, and intended to provide a roadmap for the next 10 years of music education provision in the UK. Responses to the call for evidence have highlighted several of the areas in which the PMF is active, including the importance of a musical education, the need to improve opportunities for disadvantaged children, the patchiness of current provision (particularly in

primary schools), and the need for affordable instrumental lessons. Children who give up music at school cite pressure on the curriculum, and lack of provision as their main reasons.

The Covid-19 Pandemic

- 5.5 During the pandemic, musicians in the UK typically lost two-thirds of their income and many considered leaving the profession. Singers and performers on wind instruments were among the hardest hit. Over time, this may impact on the quality, diversity and availability of musicians and there may be a fall in choir numbers. Many schools reported a reduction in music provision, and a considerable majority did not undertake extra-curricular activities. This has exacerbated the problems outlined in paras 2.2 – 2.5 above. Generally, the lockdowns served to widen the learning gap between disadvantaged children and their peers, which strengthens the case for the PMF's services.
- 5.6 As for most charities, the pandemic posed a number of specific challenges for the PMF. At an early stage, the Trustees took the decision to maintain the provision of services for as many beneficiaries as possible, including via the continued employment of staff and teacher-singers, if necessary by using the charity's reserves.
- 5.7 During the various Government-mandated lockdowns, which curtailed face-to-face teaching, rehearsals and in-person performance, the PMF developed and delivered a substantial on-line programme. This included:
- Live one-to-one music lessons using a professional Zoom account;
 - Small group theory lessons;
 - Live social sessions;
 - Online song-writing courses;
 - An on-line 'live' concert;
 - On-line pre-recorded concerts; and
 - On-line recorded videos.

The PMF also invested in new equipment including cameras for use in streaming and broadcast.

- 5.8 There was a clear divide between those who enjoyed online sessions and those who felt alienated by them, which should be taken into account when considering the continued application of on-line teaching techniques in future.

External partnerships

- 5.9 The PMF has been successful in creating partnerships with a wide range of other bodies so as to deliver its services (see para 4.4 above). These could be broadened further, for example with regard to children whose voices are changing – see para 6.9. Future partnerships might, it is hoped, include high-profile opportunities for the Children's Chorus and the Foundation Choir with other London orchestras and venues.

Technology

- 5.10 During the recent lockdowns, many people worked from home for some or all of the time. Such flexible working seems likely to persist at a higher level than before the pandemic. The improvement in technology in recent years, and the necessity to find other ways of delivering services during lockdown (see paras 5.6 – 5.8) means that a much wider range of digital delivery mechanisms is now available. These provide new ways of engaging with audiences and with students, including live streaming, Zoom sessions, virtual choirs, and – in principle – the provision of paid-for content. All age groups are now more familiar with the use of on-line technology. But, as noted earlier, these developments have highlighted the gap in access to relevant resources for those from disadvantaged backgrounds.
- 5.11 At the same time, many schools are now signed up to online resource packages which aim to help them deliver curriculum music and regular singing, including Digital – Charanga, Sing Up, Essential Elements Music Class, and the BBC’s Teach: Bring the Noise. It is to be expected that schools will continue to make use of such packages in future if the squeeze on music education funding continues. The PMF will need to take this into account in planning its future work.

6. Key areas for development and likely costs

- 6.1 As indicated in Chapter 5, the basic reasons for the foundation of the PMF remain as strong as – if not stronger than – they were when the charity was founded in 2015. Moreover, as the earlier chapters of this review have shown, the current architecture of service delivery works well. The obvious conclusion is that the functions described in Chapter 4 should continue over the next five years.
- 6.2 But over the life of the charity useful practical experience has been gained; the external environment has altered in a number of important ways; and there is scope for change and development in a number of key areas. The most important of these are described below, along with a preliminary assessment of the likely extra resource cost.

In-schools work

- 6.3 Its success since 2015 shows that in-schools work should continue to be a fundamental part of the PMF's future services to disadvantaged children. Spreading the service even further among the local schools would be consistent with the charity's formal objects. But the school environment has changed and there are more dedicated music teachers than there used to be. It is generally agreed that the PMF should support schools in providing a musical education to their pupils rather than being a supplier of staff. The following objectives are therefore recommended:
- Increase the PMF's reach to include every primary school in Pimlico and improve coordination of schools work.
 - Develop a PMF curriculum / strategy – 'the PMF way' – for use in communications and with donors.
 - Maintain a strong but not exclusive focus on teaching the British choral tradition (which is one of the PMF's most attractive and distinctive features) while being aware of the need to make the case actively.
 - Implement more structured annual agreements with individual schools, including key goals for the year and means of planning and monitoring, where needed. These would make clear that neither the delivery of curriculum music lessons nor general CPD for existing staff were the primary aims, although some elements of CPD for teachers with the necessary basic capabilities might be included if clearly related to other agreed objectives.
 - Consider whether a more direct involvement in local secondary schools (e.g. the Future Academies secondary) is a sensible long term aim.
- 6.4 The creation of a School Programme Lead to help coordinate this expanded schools work would require around four hours per week at the current administrator's rate of £12 per hour. This would equate to £2,000 for 40 weeks per year.

- 6.5 It costs approximately c.£2500 per annum to provide one lesson per week in an individual school, on the assumption of a 37-week school year. The PMF's 2021/22 Budget assumes 9 lessons per week across the six schools currently served (St Gabriel's, Pimlico Primary, Churchill Gardens, Westminster Cathedral, St Vincent de Paul and St Peter's Eaton Square), not all of which provision is currently being taken up. Two of these six schools are expected to merge in September 2022. Expanding provision to cover the three obvious local schools not yet served (St Barnabas, Burdett-Coutts, and St Matthew's) would in consequence have a resource cost of one extra lesson per week, or £2,500 per annum.
- 6.6 It is expected that existing staff resources would be enough to explore a future relationship with the single local secondary school.

Children's Choir

- 6.7 It is clear from the foregoing that the Children's Choir should remain a major part of the PMF's work. But action needs to be taken to strengthen its attractiveness in the face of other competing activities, with the aim of reducing the level of fluctuation in numbers via a high-quality offering. Specific objectives include:
- A retention strategy aimed at maintaining pupil interest in PMF programmes over time, based where appropriate on feedback from parents and children.
 - A stronger corporate identity for the choir so as to avoid any sense that it exists solely to produce a smaller number of Foundation Scholars.
 - Workshops in the local authority-run Family Hubs so as to reach into the community beyond the PMF's partner schools, and to proactively seek the disadvantaged children who are the charity's primary concern.
 - Leveraging partnerships to help secondary-age children develop their singing after they leave PMF programmes.
 - Development of the repertoire, while maintaining a focus on the traditional canon.
- 6.8 If dedicated staff resource is deemed necessary to fulfil the proposals above regarding the PMF's reach into the wider community – for example a Community Engagement Lead – this might sensibly be combined with the Schools Lead proposed above. Assuming another four hours per week at a similar rate, this would add a further £2,000 for 40 weeks per year.

Foundation Scholars

- 6.9 Again, the Foundation Scholars are integral to the PMF's success. There seems no pressing need to increase the number of Scholars, but more could be done to increase their opportunities for performance. Specific future objectives should include:
- A clear path (or paths) from primary to secondary school for interested choristers, via appropriate partnerships with organisations such as the London Youth Choir and Inner Voices. This should include a *cambiata*

programme for both boys and girls whose voices are changing as they age, and means of keeping up instrumental lessons.

- Further partnerships with London orchestras and musical venues.
- Further training in sight-reading, possibly in collaboration with the Associated Board.
- Planning for the possible implementation of the (originally intended) second service at St Gabriel's church (whether a second Evensong, or choral provision for the main Sunday Mass, or both), drawing on the children's choir and the other PMF choirs as appropriate.

6.10 Performance at a second service per week would require a second rehearsal per week. The overall cost for such a rehearsal would include the Director at £40 per hour and a chaperone at £26 per hour. The service itself would entail further costs for the Director and chaperone at similar rates, an organist at £32.50 per hour, and perhaps eight Teacher-Singers at £26 per hour each (probably more if the service concerned were the main Sunday morning service at St Gabriel's church). 34 rehearsals per year would thus cost an additional £4,488 and a similar number of services an additional £20,842.

Teacher-singers

6.11 As indicated earlier, the teacher-singers are a fundamental part of the PMF's success, and it is important that the role continues to attract the best candidates. Objectives include:

- Keeping the job description under review to ensure continued attractiveness;
- Developing further the Teacher-Singers' mentor role with PMF children, bearing in issues of diversity;
- Developing a training or apprentice programme for aspirant Teacher-Singers.

6.12 It is not foreseen that, at least in the first instance, these developments would entail extra expenditure beyond that envisaged elsewhere in this Report.

PMF Chorus

6.13 As discussed above, more clarity amongst its members would be helpful concerning the Chorus's role, with the aim of maintaining accessibility while retaining the core membership and stressing the Chorus's role as a Choral Society, performing regularly with orchestras while supporting the PMF's other activities. Specific objectives include:

- Better marketing of the Chorus via the PMF website and social media.
- Lessons for members with the teacher-singers or others.

6.14 The main additional expense would be in respect of marketing and communications, covered separately below (paras 6.18-6.19).

Singalongs

- 6.15 The Singalongs are important for the PMF's general community engagement and should be developed further, including by:
- Dedicated administrative resource
 - Ensuring attractiveness for those without a traditional musical education
 - Inviting guest conductors.
- 6.16 Additional expenditure on communications would be subsumed in a dedicated PMF marketing and communications role – see below paras 6.18 – 6.20. Dedicated resourcing of administration (partly in order to free up more of the current fund-raiser's time for other projects), would cost £540 assuming an administration rate of £12 per hour and three singalongs per year. It is expected that some or all of this would be covered by income generated by the singalongs.

Concerts

- 6.17 As set out above, it would be sensible to reconsider the format of the regular concerts with a view to refreshing the current (successful) formula. This is not expected to entail additional expenditure.

Communications and community engagement

- 6.18 As explained earlier in this Report, there is a clear need to be more strategic about the PMF's communications over the next five years. While the *ad hoc* approach taken thus far has been successful in many ways, it has left unexploited a number of areas where further progress could be made. Objectives should therefore include a comprehensive communication strategy, with clear goals and costings, giving priority to the charity's local needs but with an eye to a broader audience from which future supporters may be drawn. Aims would include:
- reaching otherwise difficult-to-reach deprived children
 - making the PMF better known to potential supporters, both individual and corporate.
 - better use of local communication networks, including residents' associations, societies, and Family Hubs;
 - an effective social media strategy;
 - a more systematic approach to the branding of materials.
- 6.19 The likely resource cost would somewhere between one and three days per week. At the current PMF staff rate of £21 per hour, this would equate to new annual expenditure in the region £10,500 - £32,000.

6.20 With regard to other community-focussed activity, it is proposed that the PMF should:

- Keep under review its current equality, diversity and inclusion (EDI) policy.
- Consider further effective ways of consulting beneficiaries in respect of the PMF's programmes.
- Review ways of reducing the environmental impact of PMF activities.

6.21 It is envisaged that additional staff costs in respect of these activities would be contained within the extra resource already proposed for communications and other activities. If it were decided (for example in the context of further formal consultation with beneficiaries) to utilise external consultancy, such costs would be additional, possibly in the region of £5 - £10k, depending on the nature of the exercise.

Technology

6.22 As discussed earlier, and in particular in light of experience during the pandemic, there is scope for better use of electronic media in delivering certain of the PMF's services. Objectives include considering the digital delivery of some of the PMF's services including filming concerts and making them available online. It is not expected that additional costs would accrue over and above those already mentioned elsewhere in this Report.'

Finance

6.23 Fund-raising so far has been successful in supporting the PMF's current activities and allowing a modest reserve to be retained. But many of the developmental objectives outlined elsewhere in this chapter will require significant further funds, as set out in paras 6.3–6.22 above. A more secure set of funding streams for the medium term is also clearly desirable. Objectives therefore include:

- Drawing up a new fund-raising strategy to cover both individuals and grant-awarding bodies, as well as corporate sponsorship. The aim would be to grow the base of supporters so as to reduce the proportion of income (currently 75%) coming from Trusts and Foundations
- Consider launching a formal Friends scheme, helping to get 'buy-in' from the local community and beyond
- Consider in detail what it would take to build an endowment fund, as originally envisaged when the charity was founded.
- Consider charging for some PMF services (possibly including content and consultancy) while maintaining a clear focus on the charity's formal objects.

6.24 The expanded and re-focussed fund-raising programme envisaged would require more dedicated resource, and it is therefore proposed to free up more of the time of the current fund-raiser to help achieve this.

6.25 The total proposed additional costs described in this chapter would amount to £22,500 in year 1, and £63,830 by year 3. It is worth noting that the bulk of these costs are accounted for by two large items: a second sung service involving the Foundation Scholars; and new expenditure on communications and community engagement. The breakdown of costs is shown in the table in Chapter 8 below.

7. Vision for year five and Mission

- 7.1 The PMF has stayed true to its formal objects throughout its existence. This review is an opportunity to make more explicit what the charity is attempting to achieve, and how it proposes to do so.

Vision

- 7.2 The PMF's vision for year five of this review is:

All children in Pimlico have access to a high-quality choral and musical education and the support they need to pursue that education throughout their primary school careers and beyond.

Mission

- 7.3 In order to achieve that vision, the PMF will:
- Provide a tailored range of musical educational services for local children of all abilities
 - Create an attractive pathway for children who wish to continue singing after leaving PMF core programmes
 - Be proactive about recruitment and retention, including by use of a communication strategy involving social media
 - Be conscious of the PMF's position as a role-model elsewhere

8. Objectives for years one and three

- 8.1 The table below summarises the objectives described in Chapter 6 above and suggests a rough timeline for their accomplishment, as well as indicating the likely extra resource cost per annum.

Activity	Year 1 objectives	Year 3 Objectives	Additional total cost per annum
In-School Work	<p>Structured annual agreements for schools, including key goals.</p> <p>Partnerships with other bodies to provide a path for secondary-age children to develop their singing after they leave PMF programmes.</p> <p>Implement a retention strategy aimed at maintaining pupil interest in PMF programmes over time.</p> <p>Consider whether a more direct involvement in secondary schools is a sensible aim and if so draw up a suitable plan.</p>	<p>Cover three more local primary schools</p> <p>Implement any agreed new approach to local secondary schools</p>	<p>Year 1 - £2,000 Year 3 - £4,500</p>

<p>Children's Choir</p>	<p>Design and implement a stronger corporate identity.</p> <p>Design workshops to run in the Family Hubs.</p> <p>Produce a strategy for improving sight-reading, possibly in collaboration with the Associated Board.</p> <p>Expand the repertoire, while maintaining a focus on the traditional canon.</p> <p>Explore and implement further partnerships with outside bodies such as the Royal Opera House etc.</p>	<p>Run workshops in the Family Hubs</p> <p>Implement new strategy for improving sight-reading etc</p>	<p>Year 3 - £2,000</p>
<p>Foundation Scholars</p>	<p>Design a path from primary to secondary school, via appropriate partnerships with organisations such as the London Youth Choir, and Voices Foundation, including a cambiata programme for both boys and girls.</p> <p>Explore further partnerships.</p> <p>Consider practicality and costs of a second service at St Gabriel's.</p>	<p>Implement new path and cambiata programme</p> <p>Implement new partnerships</p> <p>Implement results of work on a potential second service at St Gabriel's</p>	<p>Year 3 - £25,330</p>

Teacher-Singers	<p>Review the job description to ensure continued attractiveness and develop the mentor role.</p> <p>Consider the development of a training programme for aspirant Teacher-Singers.</p>	Implement training programme for aspirant teacher-singers	None
PMF Chorus	<p>Implement a marketing plan, including social media.</p> <p>Organise attendance at PMF children's events.</p> <p>Consider lessons from teacher-singers or others.</p>		None
Singalongs	<p>Consider how best to broaden the repertoire.</p> <p>Invite guest conductors.</p> <p>Expand the Singalong programme.</p>		None
Concerts	Keep current format under review.		None

<p>Communications and community engagement</p>	<p>Develop a PMF curriculum.</p> <p>Develop a communication strategy, including social media and associated content and consistent branding</p> <p>Consider means and timing of further consultation with beneficiaries on aspects of PMF services, and implement the results.</p> <p>Keep current equality, diversity and inclusion (EDI) policy under review and implement any agreed changes.</p> <p>Review ways of reducing environmental impact of PMF activities.</p>		<p>Year 1 - £20,500 Year 3 - £32,000</p>
<p>Finances</p>	<p>Draw up a new fund-raising strategy.</p> <p>Design and launch a PMF Friends scheme.</p> <p>Consider practicalities of an endowment fund in detail.</p> <p>Consider charging for some PMF services</p>	<p>Proportion of income from Trusts and Foundations 50% or less</p> <p>Start building endowment fund (if agreed)</p>	<p>Aim to cover base, and all additional costs itemised above.</p>

Technology	Consider the digital delivery of some of the PMF's services including concerts.		Included in communications and marketing total above
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9. Risks to the plan and mitigations

9.1 The plan for further development of the PMF's activities outlined in Chapters 6 and 8 is, obviously, subject to a number of risks, both internal and external. The main such risks are summarised in the table below, along with suggestions as to how they may be mitigated.

Objective	Main risks	Mitigation
In-School Work		
Annual agreements for schools with key goals.	Lack of engagement from schools	Good relations with head teachers and others
Cover more schools	Lack of interest	Targeted communications
Partnerships to provide a path for secondary-age children to develop their singing after they leave PMF programmes.	Lack of interest among children concerned	Careful introduction to the idea over a period of time
New approach to local secondary schools	Resource cost to PMF; possible lack of interest on part of schools	Careful planning to ensure not launched without clearly identifiable resources and interest on the part of schools
Retention strategy aimed at maintaining pupil interest in PMF over time.	Failure of strategy and consequent gradual reduction in attendance	Base the strategy on knowledge about current retention issues
Children's Choir		
Stronger corporate identity.	Identity fails to help maintain interest among non-foundation scholars	Careful advance planning based on evidence
Workshops in the Family Hubs	Lack of cooperation from those running the Hubs	Advance planning and good communications
Strategy for improving sight-reading	Lack of interest among children	Identification of likely level of engagement before implementation
Expand repertoire while maintaining a focus on the traditional canon.	New material dilutes PMF's distinctiveness	Careful choices
More partnerships with outside bodies.	Lack of interest	Good communications over a long period
Combine administrator roles for the Children's and Foundation Choirs.	N/A	N/A

Foundation Scholars		
Path from primary to secondary school for interested choristers, via appropriate partnerships, including a cambiata programme.	Fails to maintain interest among pupils	Good planning based on an understanding of current motivations
Time and financial commitment	Resources insufficient	Careful financial planning
New partnerships	Other bodies not interested	Good communications over a long period
Second service at St Gabriel's, along with other choirs	Insufficient levels of participation given time commitment	Careful planning and market-testing via occasional extra services in the first instance, before wider implementation
	Cost and time	Strong case needed for funders
Teacher-Singers		
Review job description to ensure continued attractiveness	Waning attractiveness and difficulty in recruitment	Ensure review takes full account of available information
Develop mentor role	Too diffuse to have an effect	Careful design
Training programme for aspirants	Poor uptake	Make sure there is a constituency before launching
PMF Chorus		
Marketing plan	Unclear objectives	Robust governance arrangements for process of drawing up plan
Investigate feasibility of lessons from teacher-singers or others.	Lack of resources	Good financial planning
Singalongs		
Broaden repertoire	Loss of membership	As above
Organise attendance at PMF children's events.	Lack of interest	Canvass views beforehand
Invite guest conductors.	Lack of interest	Good communications
Concerts		
Reconsider format	New format reduces audience size	Careful design

Communications and community engagement		
PMF curriculum.	Diversion of resource	Costs and benefits carefully assessed
Communication strategy including branding and social media strategy with associated content	Unclear objectives	Robust governance arrangements for process of drawing up plan
Review current equality, diversity and inclusion (EDI) policy	Failure to impement new actions	Careful prior discussion of aims
Consult beneficiaries further on PMF services	Lack of engagement	Think carefully about means, content and timing of consultation
Review environmental impact of PMF activities	Failure to identify meaningful further actions	Realism about scope
Finances		
New fund-raising strategy to reduce dependence on trusts and grants	Failure to raise significant funds from new sources	Good review of market
PMF Friends scheme	Competition with Friends of St Gabriel's	Careful planning
Consider Endowment fund	Diversion of resources with little to show for it	Further discussion of likely practicalities
Consider charging for some services	Conflict with charitable objects	Carefully defined range of activities
Technology		
Consider use of on-line resource packages	No clear benefits identified	Careful cost-benefit analysis
Consider digital delivery of some services including concerts	Diversion of resource	Good planning to ensure this activity fits with overall communication plan

10. Delivery and governance

- 10.1 The Trustees have overall responsibility for the implementation of this plan, working closely with all members of PMF staff. It is proposed that the Trustees should consider taking on specific responsibility for identified elements of the plan, so as to provide relevant staff with a clear lead in each area.
- 10.2 As indicated above, the various proposals for extending and deepening the PMF’s activities in various areas is likely to require additional staff resource, over time, of approximately 1 – 2 days per week, possibly growing to 3 over time. The charts below show how the current staff structure compares with what is now proposed:

Chart One – the current staff structure

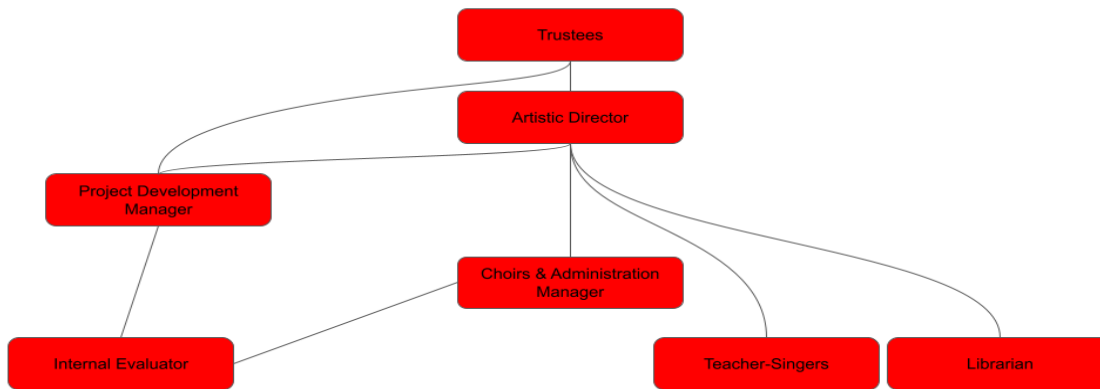
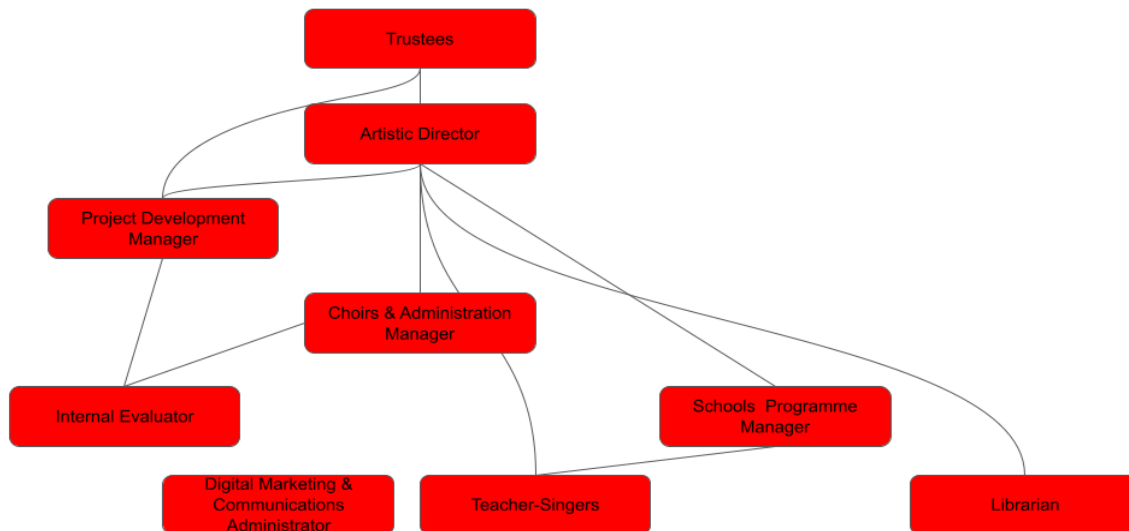


Chart Two – future staff structure, if all new proposals were implemented



Appendices

- 1 Constitution
- 2 Evaluation Reports
- 3 Theory of Change
- 4 Annual Reports
- 5 Organisational Policies