



PIMLICO MUSICAL FOUNDATION

CHIEF EXECUTIVE RECRUITMENT PACK (2026)





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Welcome from the Chair

Thank you for your interest in becoming the next Chief Executive of the **Pimlico Musical Foundation**. Founded in 2015, we have worked with thousands of local children for over a decade, opening their eyes to life-changing opportunities through music.

Music has a unique place in a child's development, yet music education is under threat in our schools. By providing free musical support for schools and children, we have seen at first hand the confidence, discipline and opportunities that musical education can give.

Working in an area which has some of the wealthiest and some of the poorest people in the land, we seek above all to help children and young people facing financial or other barriers to opportunity. In particular, we work to open children's and parents' eyes to life chances through choral singing and mentoring. We support children facing financial or other barriers to opportunity by giving them access to some of the best young music teachers and singers in the country. Our programmes include children's choirs and the Foundation Choir, an extensive in-schools programme, concerts and adult groups.

PMF is rooted in Pimlico and in the English Choral Tradition (though we range far beyond that tradition). Our choirs are designed so that the different sections of Pimlico society support one another. They bring together different generations and people from very different backgrounds, giving children the chance to learn from excellent musicians, sing alongside adults and older pupils, and become part of something larger than themselves. We place a high value on musical standards, responsibility, service and the relationships built over time between children, families, teachers and supporters.

People who work with PMF deeply value its work, and the children we work alongside. We are immensely proud of our children and of our staff. Today we are looking for a leader who will be part of our family and take forward a charity with strong local roots and growing national recognition.

If you would like to lead us into our next chapter, we would like to hear from you.

Owen C G Higgs



Our Mission



The Pimlico Musical Foundation is a Charitable Incorporated Organisation established in 2015 for the advancement of education and the arts by the provision of musical services to St Gabriel’s Church, Pimlico (the ‘Church’), its parish and the surrounding area, for the benefit of the public (see below for major partners). While St Gabriel’s Church is a key partner, the charity is Faith-blind. The members of the choirs are drawn in particular from children and young adults living in Pimlico and the surrounding area who are in social need.

Our particular focus is on children and young people who face financial or other barriers to opportunity. Through high-quality musical education, choral singing and mentoring, we aim to broaden horizons, build confidence and give young people opportunities they might not otherwise have.

About Pimlico

Wealth inequality in Westminster is stark. Despite the presence of areas of great wealth in the borough, Westminster’s poverty rate of 42% is far above the average for London (Trust for London, 2021). Pimlico itself has deprived neighbourhoods, parts of which are in the highest 10th of deprivation nationally.

Economic inequality can shape people’s access to education, health services and cultural opportunities. Music education supports all-round development; our pathway, from in-schools to after-school provision, supports children who lack opportunities at home or in school. We help these children build confidence, gain transferable skills, and thrive academically, musically and socially.

PMF at a glance



Major Partners

St Giles and St George
Garfield Weston
Benefact Trust
Future Charity
Big Give

Local Schools

Burdett-Coutts and Townshend Foundation CofE Primary School *
Millbank Gardens Primary Academy *
Pimlico Primary *
Pimlico Academy (Future Academies)
St Barnabas’ CofE Primary School
St Gabriel’s CofE Primary School *
St Peter’s Eaton Square CofE Primary School *
St Vincent de Paul Catholic Primary School *

* Partner Schools

Other Schools and Colleges

Magdalen College, Oxford
Westminster School

Other Supporters

Rodolfus Foundation
St Gabriel’s Church, Pimlico
St Gabriel’s Parish House Trust
Tri-Borough Music Hub
Westminster City Council

Schools work



The charity works in the first place with local Primary Schools (to a lesser extent Secondary Schools), responding to the schools' needs and seeing 530+ children a week. From these are drawn a Pimlico Children's Choir and from the Children's Choir the Foundation Scholars. The Foundation Scholars sing Choral Evensong once a week during term time. It is supported by a pool of professional singers who not only sing alongside the children but are mentors to them. We believe that for many children the tradition of Choral Evensong is the bedrock for an outstanding musical education. In the last academic year we have successfully launched out Young Leaders Programme providing a unique opportunity for sixth form students to continue their musical journey, develop advanced skills, and gain hands-on experience in a professional music-making environment.

Members of the Foundation Choir have sung with English National Opera and Opera Holland Park and have been supported by the Rodolfus Foundation to attend Junior Choral Courses.

A selection of recent case studies can be found [here](#).

Choirs working together



Alongside the children's choirs, PMF runs an Adult Chorus, a Community Choir and Small Sounds, a weekly group for babies and toddlers. The choirs come together for termly concerts and other musical events, recent examples of which have included Dido and Aeneas, The Girl from Aleppo and Noye's Fludde.

The Foundation Choir also sings an annual Evensong with Magdalen College, Oxford, giving our young singers the opportunity to take part in the wider choral tradition and experience music-making at the highest level.

Our Legacy

It is important to us to show a continued journey for PMF members beyond our activities, enabling our singers to progress swiftly towards a professional standard of singing. Our Teacher-Singer model what music careers can look like and actively signpost singers towards further opportunities beyond PMF. This has led to children becoming cathedral choristers, achieving music scholarships at top secondary schools, joining youth choirs, and singing in chapel choirs at university.

Impact and Outcomes



We continually look to find ways to ensure our activities are co-developed with our young people and their families. We measure outcomes for our participants through case studies, surveys, interviews, and observations, under the framework outlined in our refreshed Theory of Change (2025). Our aspired Impact is “Giving all local children and adults in Pimlico equal opportunity to benefit from a high-quality music education”. The benefits look widely different for each individual participant, but are grouped into the following ‘outcome areas’ for our evaluations:

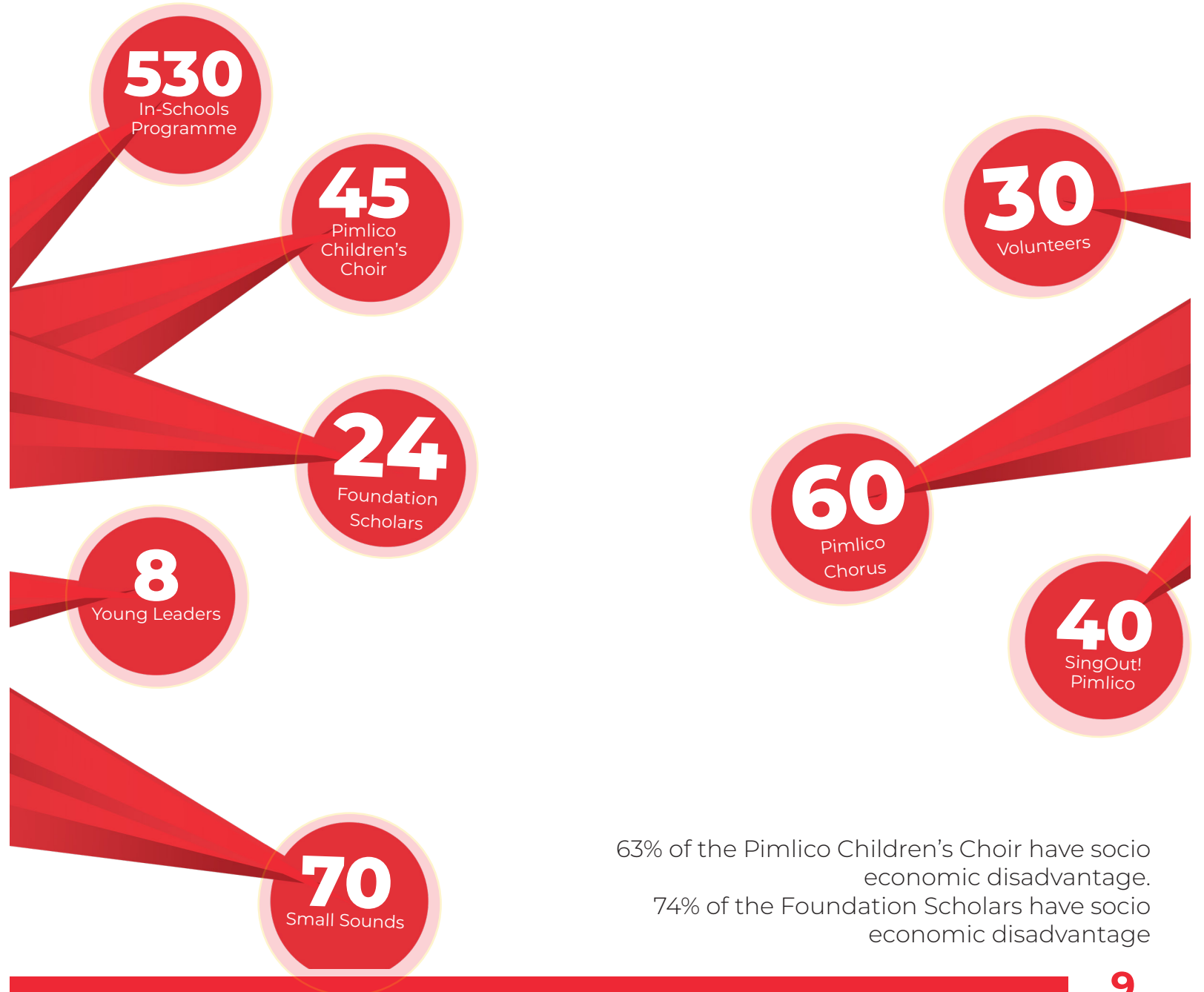
- Personal and musical development
- Community well-being
- Personal well-being

Over a year, we anticipate three important outcomes for our singers:

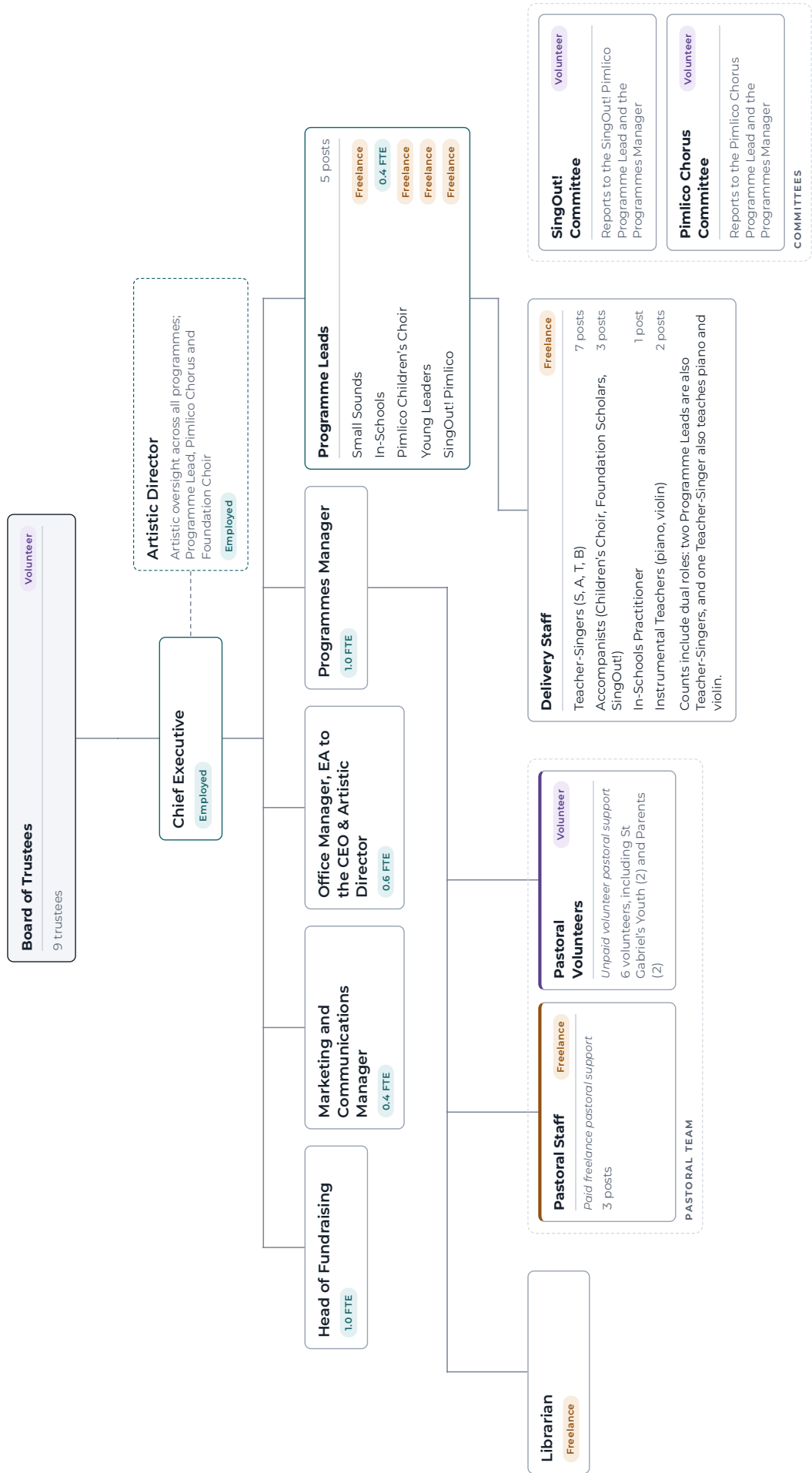
1. **Developed musical ability and transferable skills:** including performance and ensemble skills, analytical thinking and music theory, and language acquisition and music-reading
2. **Increased teamwork and friendship, made across schools and year groups**
3. **Improved confidence and independence**

In the short-term, we aim for every child to feel uplifted and emotionally regulated immediately after a session. Recently, we asked our Children’s Choir singers to reflect on how they feel when they sing in choir, and 97% of answers were positive, with some examples: “I feel it’s a way to express myself in front of people”, “Happy and free”, “Excited and happy”, “Calm”, “Good”.

Current reach



63% of the Pimlico Children’s Choir have socio economic disadvantage.
74% of the Foundation Scholars have socio economic disadvantage



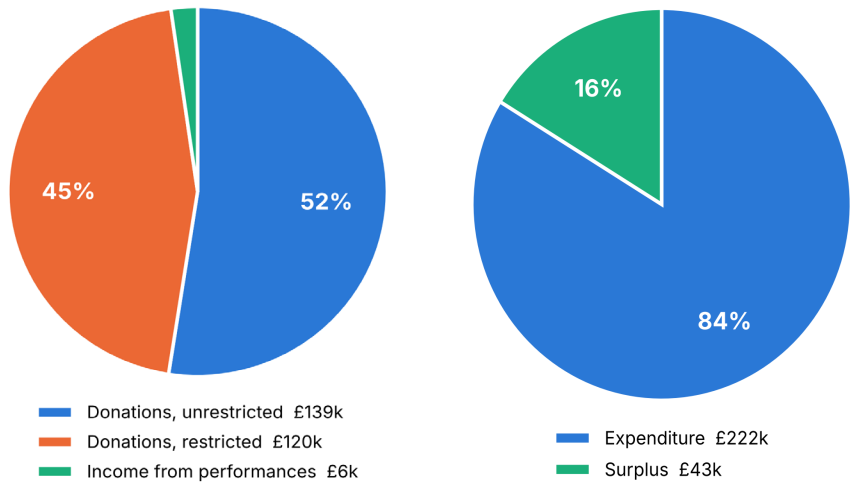
Finance

PMF's work is delivered by a dedicated administrative team of five, supported by professional singers, musical educators and an active Board of Trustees.

The Trustees have recently reaffirmed the founding principles of the charity and begun work towards its next Five-Year Plan. The new Chief Executive will have an important role in shaping and delivering that next phase of PMF's development.

Pimlico Musical Foundation: finance summary

Based on the 2024-25 financial statements



Total income	£265k
Expenditure	£222k
Surplus	£43k
Reserves	£164k

Job description

Key relationships

Chair and Board of Trustees

- Artistic Director, staff, Teacher-Singers and programme leads
- Partner schools and St Gabriel's Church
- Funders, donors, Friends, volunteers and community partners

Role

Working with the Chair and Trustees, the Chief Executive will lead and develop PMF's activities and programmes, ensuring its mission is delivered with financial discipline, strong governance, effective fundraising and meaningful local relationships.

They will provide the executive framework within which PMF's artistic and educational work can flourish, building a culture of collaboration, care and accountability across the team while representing the charity credibly to supporters, schools, the Church, funders and partners.

The board has identified the following priorities for the new Chief Executive:

1. Financial sustainability and fundraising — broadening sources of income and reducing reliance on trusts and grants.
2. Schools and programme strategy — looking at what schools need from PMF now and in the future, in light of falling rolls, MATs, SEND pressures and tighter budgets.
3. Pupil retention & progression — e.g. maintaining a clear pathway through high-quality PMF programmes & navigating the teenage years.
4. People and organisational strength — e.g. maintaining staff quality and Teacher-Singer commitment.
5. Wider development — e.g., keeping our model cutting edge and sharing its benefits beyond Pimlico.

1. Strategic leadership and organisational development

Set a clear, practical direction for PMF's next phase, enabling the Board and team to pursue its charitable purposes with ambition, clarity and long-term sustainability.

- Lead development and delivery of the 2027 Strategic Plan.
- Advise the Board on strategy, performance, opportunity and risk.
- Identify appropriate opportunities to strengthen PMF's reach, relevance and resilience.
- Foster an inclusive culture of high standards, safeguarding and learning.

2. Executive leadership and programme delivery

Hold overall responsibility for the effective year-round management of PMF and delivery of its activity.

- Manage and organise PMF's staff and other resources to deliver the objectives, activity plans and timetables agreed with the Trustees.
- Work closely with the Artistic Director, contributing to programme development, artistic partnerships and music at St Gabriel's where appropriate.

- Line-manage the Artistic Director, Head of Fundraising, Marketing and Communications Manager, and Office Manager and EA to the Chief Executive.
- Ensure that programme, financial, human resources and fundraising plans are integrated, with clear working and reporting arrangements across the PMF team.

3. Financial leadership and organisational resilience

Provide sound financial stewardship, ensuring that PMF's resources are planned, monitored and deployed responsibly.

- Lead budgets, forecasts, cash flow, reserves planning and longer-term sustainability.
- Monitor performance and take timely action in response to risk and opportunity.
- Maintain appropriate controls, contracts and reporting.
- Ensure statutory filings, annual accounts and funder reports are accurate and timely.

4. Fundraising, philanthropy and supporter relationships

Lead fundraising with the Head of Fundraising, Trustees and colleagues, sustaining the income needed to keep PMF's programmes free.

- Build and steward relationships with trusts, foundations, donors, regular givers, Friends and corporate supporters.
- Develop compelling cases for support and cultivation activity.
- Engage Trustees in appropriate major-donor relationship-building.
- Develop a sustainable and diversified income base.

5. External profile, advocacy and partnerships

Strengthen PMF's external relationships and profile in ways that support its public benefit and long-term sustainability.

- Build responsive relationships with partner schools, families, community organisations and local stakeholders, supporting the charity's object of advancing education through musical activity.
- Maintain effective liaison with the Vicar of St Gabriel's, Pimlico, to ensure the provision of musical services to St Gabriel's Church in fulfilment of the charity's objects.
- Act as an effective advocate for PMF locally and nationally, representing the charity at events and meetings with warmth, clarity and appropriate ambition.
- Seek partnerships that create genuine value for participants and are consistent with PMF's mission and capacity.

6. Governance, safeguarding and compliance

Ensure that PMF meets the highest appropriate standards of governance, safeguarding and responsible charity management.

- Prepare high-quality Board papers and maintain an effective rhythm of decision-making and follow-up.
- Keep safeguarding, EDI, accessibility, health and safety, data protection and other policies under review.
- Maintain proportionate risk management, incident reporting and business-continuity arrangements.

- Provide the Board with appropriate assurance on compliance, safeguarding and operational risk.

7. Impact, evaluation and learning

Ensure that PMF can understand, evidence and communicate the difference its work makes.

- Lead evaluation drawing on PMF's Theory of Change and measurement framework.
- Use evidence, participant feedback and partner insight to improve programmes.
- Communicate impact clearly to Trustees, funders, supporters, schools and the wider community.
- Keep evaluation proportionate and useful to a small charity.

8. Other duties

Undertake such other duties as are reasonably required to advance PMF's charitable objects.

The post holder will be expected to work flexibly, including occasional evening and weekend commitments associated with performances, events and supporter activity.

Person specification

The Board welcomes applications from candidates whose experience has been gained in charities, arts and culture, music education, education, community organisations, philanthropy or related settings. It is looking for evidence of the following:

Essential experience and knowledge

Leadership and organisational experience

- Experience of leading teams or organisations, with responsibility for strategy, people, resources and delivery.
- Experience of building and managing budgets, forecasts, cash flow and financial controls.
- A demonstrable record in fundraising, philanthropy, business development or income generation.
- Experience of working effectively with a Board or equivalent governance body.
- The ability to manage people across a mix of staff, freelancers, volunteers and specialist practitioners.

Skills, values and understanding

Excellent relationship-building and communication skills, with confidence representing an organisation to varied audiences.

- Understanding of safeguarding, risk, equality, diversity, inclusion and accessibility in work with children and young people.
- Capacity to balance strategic thinking with practical follow-through.
- A genuine commitment to PMF's objectives and to widening access to high-quality musical opportunities.
- Sound judgement, discretion and an ability to handle sensitive information appropriately.

Desirable

- Experience in music, music education, arts participation, cultural or education settings.
- An understanding of choral music and its potential to foster musical learning, participation and belonging.
- An appreciation of the choral tradition and PMF's relationship with St Gabriel's Church.
- Experience of working with schools, churches, community organisations or place-based partnerships.
- Experience of developing or implementing a strategic plan and evaluation framework.
- Ability to make a constructive artistic contribution to programme development or music-making alongside executive leadership responsibilities.
- Knowledge of the London cultural, education or charitable landscape.
- Experience of leading organisational change or a senior transition.

Leadership style and personal qualities

- Warm, approachable and grounded, with the confidence to make decisions and address difficult issues.
- Collaborative and respectful of specialist artistic, educational and pastoral expertise.
- Well organised, resilient and comfortable operating with autonomy and accountability.
- Curious and outward-facing, with an ability to listen to children, families, colleagues, volunteers and partners.
- Credible, discreet and trusted in safeguarding responsibilities.
- Experience in advocating and seeking support for their organisation.

Terms & Conditions

Contract Type: Permanent, 3 days/week

Salary: £33,000–£39,000 per annum (£55,000–£65,000 FTE).

Location: St Gabriel's Parish House, Churchill Gardens, London, SW1V 3AA

Hybrid working, with a minimum of 2 days per week in the office.

Hours: 9.30am–5.30pm. Availability outside standard hours, including evenings and weekends, may be required. Time off in lieu will be provided.

Probationary Period: Six months.

Notice Period: Three months.

Holiday Entitlement: 28 days holiday each year FTE/pro rata plus statutory public holidays in England and Wales. Discretionary 'closure' period between Christmas and New Year.

Pension: 8% of qualifying earnings (Employer 3%, Employee 5%)

Testimonials



“

She started off by just being more of an observer and now she crawls towards the instruments. She absolutely loves these classes, we do sing the nursery songs rhymes at home, and I guess this has helped us to find out as parents that she does have a love for music and a love for instruments that genuinely makes her so happy.

- Small Sounds

“

Students were all more confident in singing at the end of the day...It has been a great opportunity for us to come together across all schools and give a very large group of students a musical experience.

- In-Schools

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“

I think, well, as a parent, it's free and I don't think you'd find...Well, I've never come across something that's free that provides music tuition. So I think, as a parent, that's a really impressive thing. As somebody who lives around here, I think it's an amazing setup. It's just wonderful how you are trying to introduce people to choral music, which is slightly niche, isn't it? I mean, it's not necessarily going to happen in their local schools.

- Foundation Choir

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“

I really do love to sing and I love doing Disney songs! I am able to hit higher notes after singing in choir, and I notice I am more confident in front of crowds.

- Children's Choir

”

How to apply

To apply, please send a CV and a covering letter stating why you think you are suitable for this role to our recruitment consultant, Helen Sprott, Managing Director of AEM International at applications@aeminternational.co.uk.

Letters should be no longer than two pages. All applications will be acknowledged.

The deadline for applications is 5pm on Friday 20th November. If you would like a confidential conversation about the role, please contact Helen via email at hsprott@aeminternational.co.uk.

If you require any access support or reasonable adjustments at any stage of the recruitment process, please contact Helen using the email address above.

Equal Opportunities Statement

Pimlico Musical Foundation is committed to equality, diversity and inclusion and actively encourage applications from individuals from a wide range of backgrounds and experiences. If you require any adjustments to the recruitment process, please let us know. As part of your submission, please complete our [equalities monitoring](#) form.