

Strategic Intent

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Who We Are

Music is a declared human right: a shared, instinctive and universally understood language. It forms a foundation of human relationships and community. Yet many who experience social exclusion, isolation or disadvantage have limited access to musical activity.

Live Music Now is a charity working and campaigning to create inclusive, measurable social impact through music. By harnessing the power of music and evaluating its impact, we advance musical practice and change how we understand and support underrepresented and vulnerable people in our society. Our work enhances quality of life, health and well-being, and promotes equity of opportunity by recognising the creative potential of every individual.

We connect professional musicians with older people (many living with dementia), children and young people facing disabling barriers, families experiencing deprivation and disadvantage, and carers and key workers supporting others. Through engaging experiences, our musicians inspire and support people to live musical lives and to find happiness through liberating musical encounters creating life-affirming memories.

Live Music Now was founded by musician Yehudi Menuhin and philanthropist Sir Ian Stoutzker, with a belief that everyone has a right to live fulfilling musical lives. Today Live Music Now's work is underpinned by research, cross-sector partnerships, advocacy and the professional development of musicians across England, Wales, Northern Ireland and in the international community.

“Music, amongst all the great arts, is the language which penetrates most deeply into the human spirit, reaching people through every barrier, disability, language and circumstance ... so that it might comfort, heal and bring delight.”

Yehudi Menuhin



History

Live Music Now has been delivering transformative musical experiences since 1977. During that time, it has established a reputation as a sector leader, offering an important development pathway for professional musicians. Since the introduction in 2011 of Strategic Directors, with roles focused on children & young people and wellbeing, Live Music Now's reputation has strengthened across those key areas. With an impact far beyond its scale, the organisation has deeply embedded itself in the UK music & culture and arts & health sectors.

Over its 46-year history, Live Music Now has trained and influenced the careers of thousands of musicians, and reached millions of people experiencing challenging circumstances. Over the past five years there have been several notable achievements including:

- 'A Choir in Every Care Home' now known as 'Live Music in Care', including a research study with the University of Winchester adding new evidence on the benefits of live music in Adult Social Care.
- The Musical Care Taskforce, in partnership with Music for Dementia
- Royal Society of Medicine Conferences examining the use of music in having a positive impact on different neurological disorders amongst older people and for children and young people with learning disabilities
- An ongoing residency programme with Alder Hey Children's Hospital
- 'Inspire' programme with children and young people to increase music provision in special educational school settings
- Celebrating Menuhin's centenary including featuring in a BBC4 documentary about his life
- New Age Music initiative and the commission *The Sky Begins to Change*
- Lullaby Project in partnership with Carnegie Hall highly commended at the Music and Drama Education Awards 2023

Bringing Music to Life – 2017 to 2022

In 2017 Live Music Now launched Bringing Music to Life, an ambitious five-year strategy to reach new audiences, continue to train professional musicians to work in challenging settings and increase provision to two key beneficiary groups: older people, and disabled children with special educational needs.

Focused on five key aims of Reach, Excellence, Wider Engagement, Evaluation and Advocacy, it achieved early delivery success and created new benchmarks for evaluation across the organisation.

However, the impact of COVID-19 and the rapidly changing landscape in the UK called for a new approach in advance of the completion of that work. Live Music Now welcomed in 2019 a new Chair, Sir Vernon Ellis, and new Chief Executive, Janet Fischer in 2021. Combined with the development in strategy and outlook by major sector partners, and the Arts Councils of England, Northern Ireland and Wales, a dynamic and responsive new strategic intent has been implemented: one that enables Live Music Now to be adaptive and resourceful, putting our communities at the forefront of our work, working more closely with our partners, diversifying and increasing the resilience of our workforce and organisation, progressing our organisational inclusion journey, and taking our place as a national voice for change.



Strategic Intent



The core of our new strategic intent is the belief that **Live Music Now is an organisation delivering social impact through music.** We create that social impact through musicians, whom we consider to be our most valuable partners and our greatest asset, and seek to serve the ever-increasing need from communities facing social exclusion and disadvantage, both across the UK and internationally.

We seek to become **a recognised leader in positive, lasting social change** by harnessing the connective power of exceptional music.

We will achieve this through three commitments:

1. Supporting the musical lives of people experiencing challenging circumstances, disadvantage and social exclusion
2. Developing and supporting the workforce of professional musicians to ensure quality of practice and the best outcomes for the communities we serve
3. Advocating and evidencing the transformative benefits of live music on learning, development, health and wellbeing

Why Musical Identity & Whole Life Creativity?

We believe that music is an effective tool to create social impact due to its proven ability to facilitate communication, preceding the spoken word and persisting long after the power of speech has left us. Facilitating communication leads to greater agency, control and choice for people who experience social exclusion and disadvantage. Moreover, it embeds musicians as lynchpins within communities, amplifying and augmenting voices and bringing people together.

To Live Music Now, whole-life creativity is an essential part of a fulfilling human life. This belief stems from the evidence of our 46 years of work with people of all ages, and from learning shared by partners and colleagues across the UK and beyond. There is profound joy in sharing music and relishing the opportunities for creative expression that it offers, and we seek to ensure that such engagement is possible across society.

We are working in closer partnership with our communities. Understanding lived experience is important to us, as is the opportunity to develop and shape our work together with those whom we serve. Diversity and Inclusion are an essential part of

this, and we are taking action to better reflect our communities within our workforce and bring together the richness of many different musical identities to create a cohesive, representative offering.

*A note on language: We understand musical identity to mean the summation of an individual's musical and creative life, formed by the music they enjoy, experience and create. We believe that everyone has their own musical identity, forged by their own unique experience that develops and grows throughout their lives.

Who Are Our Communities?

We seek to serve communities facing social exclusion and disadvantage and be responsive to the needs of society. We have seen an increase in isolation and disadvantage for many of our participants, exacerbated by the COVID-19 pandemic and the cost-of-living crisis. Many of our partners have reported increasing challenges, facing critical staff shortages in the Health and Adult Social Care sector, and an ever-growing demand on resources across all settings. The intersection of socioeconomics and challenging circumstances, systemic injustice and disabling barriers is complex, and our work needs to be embedded within partnerships and wider sectors in order to best serve individuals. Our focus is on working with:

- **Families and children in the early years**
- **Children and Young People facing Disabling Barriers**, including those with additional learning needs, and those facing mental health challenges and experiencing disadvantage

- **Adults**, mainly older people, referred by our partners, based in our settings or the community, particularly those living with dementia or who are experiencing loneliness and isolation.
- Healthcare, education, and Adult Social Care sector **workforces**

Where do we work?

Live Music Now has always believed in the importance of connecting with our communities in the places where they exist. This means that our operations will primarily take place in:

- Schools, with a focus on special educational school provision
- Healthcare settings
- Adult Social Care settings
- The local community, including libraries and other community hubs

Hybrid Offering

During the COVID-19 pandemic, like many in our sector, Live Music Now pivoted to produce and broadcast the vast majority of our work online. This has brought new opportunities, learning and insight. We have found that some of our participants prefer to engage digitally, at least initially, and there is no doubt that technology can help us reach communities that we have previously been unable to work with due to cost or distance barriers. We are embracing this learning; our programmes now follow a blended approach of online and in- person work, as we collaborate with partners and participants to tailor models that offer the most access and value.

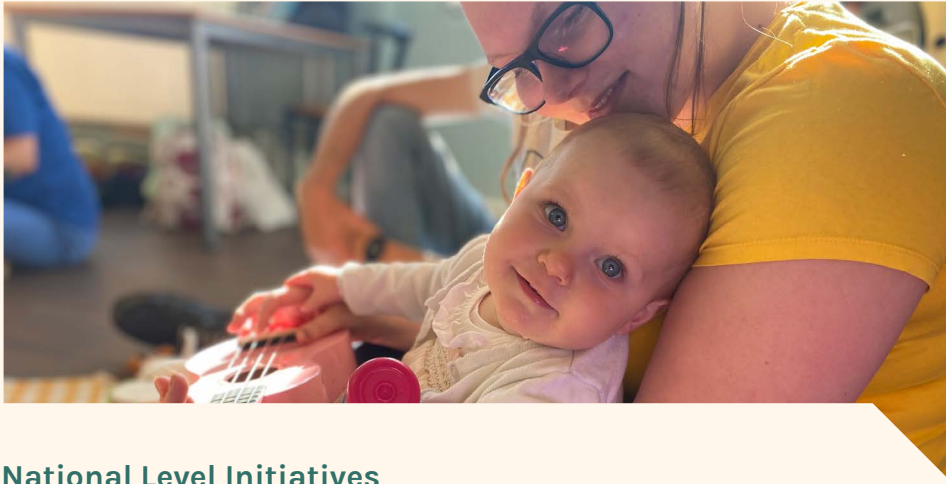
The Live Music Now Offer

Increasing Need

We have seen the need for our work grow exponentially over the past few years. The disadvantage experienced by many people in the communities we serve has been disproportionately exacerbated by the COVID-19 pandemic and the cost-of-living crisis, adding further strain to systems that were already under pressure. As our population ages, so too does the prevalence of neurodegenerative disease in older adults. We have seen an increase in poor healthcare outcomes for communities experiencing exclusion, falling maternal health rates and a funding crisis affecting disabled children and young people with additional learning needs. Musicians are still experiencing a particularly difficult period, with many leaving the profession at alarming rates, and an industry that has been slow to come to terms with and make changes to underrepresentation.

We know that music has a role to play in solving some of these challenges, and in fostering happier, healthier lives. Musical interventions leave a legacy far after the last note has sounded, and a musical toolkit and training accessible to all staff is both an effective and cost-efficient way of sustaining impact. Our musicians tell us that this work is the most important that they have in their portfolio, that it makes them better performers, teachers and cultural agents. Whilst our work seeks to foster change, we must remember that it is also profoundly joyous, and that small, shared, musical moments can be the very essence of human connection.





National Level Initiatives

We see opportunities to deliver live music to our core communities on a national scale. Transparency and clarity of our offer is central to our work, and we are developing adaptable frameworks that will drive income streams for the future. This will also provide a backbone to our smaller projects, which can be targeted at more specific local beneficiary groups.

Over the next 24 months these initiatives will include:

1. **Inspire** – Our flagship project working with special education school provision and Music Education Hubs/Services across the UK. Working with regional partners, we provide residencies and workforce development to improve opportunities and quality of life experiences for disabled children and young people with additional learning needs.
2. **Live Music in Care** – Our residency model with a workforce development framework for Adult Social Care settings. By embedding musicians in care settings, delivering training and providing musical care toolkits to staff, we aim to make care settings happier places to live and work.

3. **Creating Resilience** including the Lullaby Project (in partnership with Carnegie Hall) - Helping people navigate complex transition points in their lives by using creativity to build resilience in themselves and others. Lullaby Projects are developed with NHS and health sector partners to address perinatal mental health and achieve significant health outcomes for families facing complex challenges. This is a highly flexible delivery model, which we are working to scale up nationally.
4. **Songs & Scones** – A community-based monthly concert model bringing together isolated and lonely older adults through partnerships with voluntary sector organisations and local authorities. Embedded within local community hubs and library services, this is a key opportunity to co-locate this project with other essential services including flu vaccinations and community resources such as training in the use of technology and fraud prevention to support healthy, safe, independent living for older community members.
5. **All Together Now** - relaxed, inclusive music sessions for Disabled children and their families. Hosted in partnership with community hubs, libraries and arts centres, this work provides a crucial opportunity for families to enjoy activities together, supporting wellbeing and crucially the resilience of siblings, parents and Disabled children.
6. We will continue to develop and pilot new initiatives in each of our three nations and will target those that deliver the most impact for national scale and delivery.



“What is the role of a musician in a community?”

Embedded In Place

Live Music Now has embarked on a 10-year strategy to embed our interventions within specific places, working as a connector across communities, local authorities, NHS Integrated Care Boards, adult social care, children’s services, music education hubs and services, and other local cultural and community organisations to deliver equity of service and access. It centres musicians as key figures within communities, driving both economic and cultural agency. Developing the pipeline of musical talent, it will incentivise professional artists to work locally and develop long-term relationships in their own communities. Focused on co-creation and co-design with communities, it will use wider alliances to solve relevant social issues of local concern, and address health inequalities.

Within the targeted communities, Live Music Now offers interventions that work with people of all ages, focused on those experiencing social exclusion and disadvantage. University partners have been brought on board to facilitate learning communities and long term evaluation, tracking outcomes determined by stakeholders

To date this work covers research and development pilots in Medway and Merseyside, and will expand in the next 24 months

to include the communities of Neath Port Talbot, Wales and Limavady and surrounds (Causeway Coast and Glens), Northern Ireland. These locations have been chosen as areas of high deprivation, experiencing significant health inequalities, having lost or losing major employers, and of varying population sizes. They are also areas where local authorities and some parts of the community have already bought-in to the power of the arts.

Our work in Merseyside is long established, our head office is in Liverpool and we have long-term residencies including over eight years working at Alder Hey Childrens’ Hospital. Liverpool John Moores is our evaluation partner and other partners include Cheshire and Merseyside NHS, the RLPO, Merseyside Violence Reduction Partnership and National Museums Liverpool.

Our work in Medway has been ongoing for the past 18-months and the focus has been on community facing delivery with a three-year Medway Council funded Songs & Scones programme with libraries, community heritage song writing projects and IntraFest (spanning three days, with 49 performances across 17 venues). Live Music Now is also working to catalyse local organisations and consortia, including a partnership alliance addressing health inequalities with NHS Kent & Medway, Medway Public Health, Medway Council, Christchurch Canterbury University, the University of Kent and other local arts organisations.

The development of Embedded in Place in Wales and Northern Ireland will start with the recruitment of University partners and then, following on from our learning in England, start with community consultation bringing locals in at the starting point in a consortium approach.

Musicians

Live Music Now has always been a place where musicians develop their craft and hone their skills. We will continue to develop training frameworks that are responsive to the needs of our musicians and participants. As cultural agents in their own right, we will work more closely with our musicians to develop our programmes and facilitate their growth within communities as lynchpins of social cohesion and inclusion. Musicians are the foundation of all our work and it is essential that we develop through:

1. **Evolution** - We want to support musicians at transition points in their careers, regardless of when that moment comes. Whether they are an early-career musician taking their first steps into the profession, or a punk band with 30 years of gigging experience, there is room in our workforce for anyone wanting to step into community-facing music. We have removed the time limits on our employment, as we want to keep our musicians in the Live Music Now family by offering opportunities for progression, mentoring and more in-depth work with communities.
2. **Support** - As musicians increase their support for other people in our society it is essential that they themselves are looked after. We are partnering with other organisations to develop responsive solutions to protecting musicians' wellbeing and emotional resilience, in addition to increasing our investment in mentoring and training.
3. **Opportunities to share and invite others in** - Working alongside Music Education Hubs, music and arts development organisations and other key industry players for young musicians, Live Music Now will provide opportunities for young people to witness careers in music first-hand.



Through work shadowing, mentorship and taster sessions, Live Music Now will demonstrate to young musicians that sustainable careers in music are achievable, that this work is of the highest international standard and that it can and should form a key career ambition.

4. **Celebration** - We want to celebrate our musicians. As our most valuable partners, we will create moments to celebrate their work publicly and include them in the creative development of new projects.
5. **Centre for Training** - Live Music Now has invested considerably in our training frameworks, and we will seek opportunities to work with other organisations to deliver and develop training, in order to tackle sector fragmentation and ensure that musicians working across the industry have the skills and tools they need to be successful in this work.

Advocacy & Systems Change

Live Music Now is a leader in the industry. It was one of the first to deliver evidence-based musical interventions and has delivered world-class programmes for over 40 years. The sector landscape is fragmented. There is excellent work occurring from a wide variety of sources, some focused on personalised music therapy which Live Music Now does not offer, others delivering performances and yet more offers from the outreach strands of major cultural organisations. It is critical that the sector comes together to offer a more joined- up approach, serving both communities and industry professionals. Live Music Now feel that we have both a responsibility and an obligation to our communities and partners to assume a leadership stance by driving conversations, including others and shaping the agenda. This will be done through the following strands:

- **Research** – It is essential that we continue to drive and contribute to cutting edge research defining the role of music in supporting health and social outcomes. We are partnering with major institutions on this work, including the University of Roehampton, Christ Church Canterbury University, Liverpool John Moores University and others, to understand the gaps in existing studies, develop new research projects and support pre-and post-doctoral researchers within our workforce. We firmly believe that this information is only of benefit when it is shared, so we will seek opportunities to present and share our findings, and act as a forum to exchange knowledge across our sector and the wider industry.
- **Adult Social Care** – Emerging from the findings of the Musical Care Taskforce, Live Music Now is developing a framework and Badge of Excellence supporting music at the heart of person centred care, recognising the opportunities and benefits this can bring to the core functions of the sector. We believe that meaningful, carefully-delivered music should play a key role in the transformation of Adult Social Care into a new model fit for the 21st century, supporting efficiencies and growth whilst developing to meet the very real challenges at present.
- **Communities and Levelling Up** - Live Music Now is taking a leadership role in addressing health inequalities in a cross sector approach. Working with Public Health, Local Authorities, the NHS and other key stakeholders we are convening discussions and innovation labs to bring creative and musical solutions to complex problems. This includes advocating for developing the agency and political mobility of women through cultural initiatives including the Lullaby Project (a key evaluation from the work at Carnegie Hall).
- **Children & Young People and Education** Whole-life creativity must begin in childhood and should be both a core part of our education system, and a valuable tool for teachers and education workforces. Live Music Now advocates for the value, importance, role, and use of music in schools, especially within special education school provision. We believe that a musical toolkit enhances both the teaching and learning experience, and we work with Music Education Hubs, schools, community music services and local authorities to widen access and develop music provision across the UK.

- **Musicians** – As one of the largest employers of freelance musicians in the UK, Live Music Now has a leadership role and responsibility within the music industry. Partnerships are being developed across genres with training organisations to resolve key issues facing musicians today:
 1. **Success** – tackling the notion that ‘success’ in music is being a concert soloist, orchestral player or headlining Glastonbury and that everything else is a degree of failure.
 2. **Proper Pay for Proper Work** – working with unions and trade bodies to establish a rate card for musicians in the health sector to ensure that musicians are paid fairly for their work.
 3. **Access to Industry** – working across education and development bodies to help open up the professional music industry with clear career opportunities and meaningful work experience, addressing underrepresentation across the workforce.
 4. **Career Transitions** – creating pathways and advocating for musicians with established careers to be able to engage with more community-facing work.





Space for Creativity

Many of our most exciting projects arise through responding to local communities' needs and priorities. In addition to our focused and proactive strategic work, it is important that we maintain a flexibility and dynamism that allows us to embrace opportunities and explore new ways to share our work outside our core strands. Excellent examples of this include:

Beatboxing for Lung Health with Victoria Education Centre in South West England and the artist Beat Technique: working with young people with cystic fibrosis and muscular dystrophy, this year-long project culminated in a live beatbox battle.

Postcards from Yorkshire creative films directed by Live Music Now musicians connecting the indoors with the outdoors through music.

Our Place in Space 3000 pupils in special schools across Northern Ireland had 'out of this world' musical experiences with Live Music Now musicians as part of 'Our Place in Space', centred around an epic scale model of the solar system.

Unlocked/Datgloi Five 'Embedded in Place' Live Music Now musicians wrote songs with with ten different communities in five Welsh counties, strengthening connections with their local area through sung stories of local heritage.

Music in Culture & Care: Cymru FREE Celebration and Training Event for Activities Coordinators in Residential Homes, Nursing Homes and Day Centres produced in partnership with Age Cymru and Amgueddfa Cymru.

Regional Delivery

We will continue our existing regional delivery in collaboration with local partners and settings. Concerts and performance residencies are vitally important to us, and additionally provide exceptional opportunities for our musicians to develop their skills and share their own musical identities.

One-to-one work is also a regional focus, responding to local priorities. Examples of this work include projects in Northern Ireland with older men in care settings with significant mental health concerns, and Including Me in Cheshire and Merseyside working with isolated young people, over 50% of whom have English as a second language.

Evaluation

Evidence and evaluation are the foundations of this new strategic intent. We are committed to rigour of process and a robustness in our work that can only come from established and implemented evaluation systems. We will partner with major institutions like the Institute of Cultural Capital at Liverpool John Moores University and the Institute of Cultural and Creative Industries at the University of Kent to develop evaluation steering groups for major projects.

We believe that lived experience is essential to this rigour, so participants will be included in our evaluation design and delivery. We are investing in the development of lived experience panels and Strategic Advisory Groups to support this, and working with partners to ensure that those we serve are supported to fully contribute. This includes the creation of an independent ethics committee, and developing lived experience voice on our board.



Equity, Diversity & Inclusion



In 2020, Live Music Now conducted an Equity, Diversity & Inclusion Review and joined the I'm In! program with Music Masters, signaling a commitment to better represent the communities we serve. The formation of an Equity, Diversity & Inclusion working group comprising musicians, staff, and Trustees resulted in a plan to increase the diversity of voices and lived experiences across our whole organisation.

After an initial focus on musicians' recruitment and a staff review, the EDI working group's organisational priorities to address underrepresentation include publishing an Anti-Racism Code of Conduct and reporting system, supporting new musicians and employees with external mentors, commissioning diverse musicians, reporting achievements and providing ongoing training for the team and Board.

Musicians' Recruitment

Live Music Now has traditionally run auditions in a format familiar to those in the classical music industry, with audition fees and large jury panels. Though standard, these auditions do not reflect the nurturing and supportive environment that musicians on the scheme experience, and present considerable barriers to access. Our goal is that the new recruitment process will offer value to musicians who participate in it – regardless of whether or not they join our workforce – and that we will see musicians who more closely reflect the people we serve joining our roster. We will do this using the following principles:

1. **Breaking down the barriers** – Strategic Musicians Associates will be recruited to develop relationships and partnerships with organisations and musicians that have traditionally been excluded from Live Music Now. In the first instance they will target musicians who identify as disabled and those with informal routes into the music profession. We are creating a strand for musicians who have come through partner-run programmes as a direct route into employment, in order to contribute to the ecology of our sector and offer opportunities to those often excluded.
2. **In their natural habitat** – Performance is an essential skill for Live Music Now musicians, but so too is expression, communication, flexibility and generosity. Open recruitment will become a more collaborative process, using workshop formats, with access support available to all.
3. **Supporting growth** – We have witnessed the devastating impact of the COVID-19 pandemic on musicians, and we will continue to invest their wellbeing and career development as part of our training and pastoral support, work with them as cultural agents, and advocate for better working practices across our industry.

Staff Team

Live Music Now enjoys an enviable loyalty from its staff who are passionate about the work they deliver. We have declared and documented our internal culture and are committed to the ongoing training and development of all those who work with us. We recognise that we need broader lived experience and diverse voices within our team and have therefore contracted Inc Arts Ltd to undertake key consultancy in reviewing our recruitment policies, performance management systems, communications, and strategy in order to develop a more inclusive and diverse organisation. This new process has been implemented with a significant increase in the diversity of candidates represented on our shortlists and recent hiring. We are continuing to invest in the ongoing process of becoming an open, inclusive and supportive employer.

A particular priority for Live Music Now is to increase the number of Welsh-language speakers in our organisation. We are recruiting Welsh-speaking protected posts, and investing in secondary language learning for our staff and musicians.

Lived Experience

To us, meaningful diversity includes ensuring the voices of those with lived experience sit across our organisation, including at decision making levels. We will develop and implement strategic work, including advisory groups to ensure that our communities remain at the heart of our work, including in how we design and deliver programmes. This work will be undertaken in collaboration with the staff team, the board and the Equity, Diversity & Inclusion working group.



“Sharing music is one of life’s best experiences, it brings us joy.”

Live Music Now Pirate Code

Organisational Structure



Live Music Now's organisational structure was conceived as a branch system, featuring local boards and management teams. Whilst this has enabled the development of regional and local partnerships, it also prevents us from capturing the opportunities available when we work as a more cohesive organisation. Local relationships are essential for our path ahead and will remain a priority as we restructure our organisation in order to be fit for the future.

National Office – We have relocated our registered office to Liverpool. This is a statement of intent and an understanding that London, though vibrant, dynamic and critically important, is not at the heart of our communities. Much of our work is piloted in the North of England and we want to embed ourselves more deeply within that region.

Tri-Nation – England, Wales and Northern Ireland have independent priorities, demographics and needs. We look to our national offices to develop strategic aims aligned with the devolved governments and deliver bespoke national strategies that feed into the UK-wide agenda alongside initiatives developed with our sister organisation Live Music Now Scotland.

International – We will continue to collaborate with the international branches of Live Music Now and seek opportunities for our musicians and our communities to be connected on the global stage.

Northern Ireland – Northern Ireland will look to key priorities around working with Health Trusts and large-scale community initiatives. We will develop a Northern Ireland-specific evidence base, taking into account the very different community priorities and social needs within the country.

Wales – Following the Well-being of Future Generations (Wales) Act 2015, and with central priorities surrounding mental health, Wales will deliver more work that encompasses these needs. A Welsh evidence base will also be established to support significant growth and much greater reach across the nation. Increasing our Welsh-speaking workforce will enable the development of significantly more work across the North and West of the country.

English Regions

- **North** – The Northern Powerhouse of Live Music Now will bring the North West and North East branches closer together, collaborating on major projects and sharing resource. We will continue to widen our reach into new areas of opportunity including Newcastle and the Northumberland coastal region and Greater Manchester.
- **West** – The Western Arm of Live Music Now will incorporate the South West branch and open our work to include the Midlands and Western counties of England. With blurred lines across border counties, Wales will influence and feed in to the West of England's agenda.
- **East** – The Eastern Front of Live Music Now will incorporate the South East branch and open our work to include the eastern English counties that have previously seen very little delivery, including Norfolk, Suffolk, Essex, Kent and the Home Counties. London will sit within this region, but a wider focus will see the reach extend far beyond the capital.

Staff Team

It is essential we invest in our staff team. They have been responding to an increased demand since the start of the COVID-19 pandemic, working far beyond the call of duty. It is only through their commitment, passion, skill, and enthusiasm that we are able to serve our communities, and it is crucial that we increase capacity in our project management and delivery staff, underpinned with essential support in administration, marketing & communications and development. We place great value on our internal culture and believe that investing in the wellbeing, training and career progression of our staff team makes Live Music Now a happier, healthier place to work.



Musicians

We consider our musicians to be our most valuable partners and greatest asset. Through the development of our new musicians' pathways and recruitment we hope to enable more musicians to live and work in the towns and areas they know and love, rather than be forced to move to major population centres. We will increase the geographic spread of our musicians, which will enable us to increase the geographic reach of our work.

This restructure will not happen overnight, and we will continue to work towards this shift in a sustainable and measured fashion, developing partnerships and supporting our workforce as we do so.

Fundraising & Growth

The restructure, new strategy and projected growth will all require significant investment of capital. We seek to diversify our income streams to become a more sustainable organisation, but also to increase the number of beneficiaries we are able to serve meaningfully.

We are adapting our business model to focus on earned revenue, both diversifying our offer, and bringing in a full cost recovery model to projects. We recognise that for partners who have been used to working with us on heavily subsidised rates this will require a shift in both how we communicate the value our work brings, but also in how we fundraise collectively to support it. We will continue to develop and incentivise individual givers at all levels and develop partnerships with corporate companies whose values match our own, and work with trusts and foundations to enable us to deliver our work at scale.

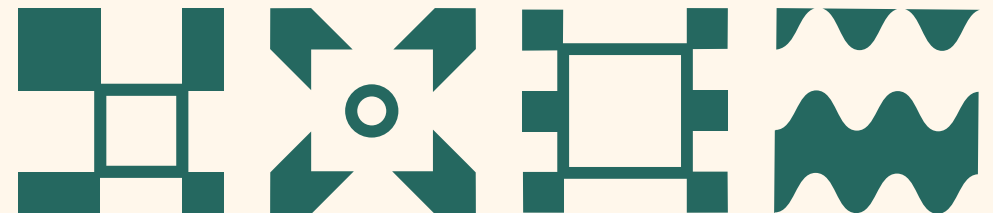
To achieve this, we will be investing in our Infrastructure, Public Relations, Marketing, Communications and Development teams. By 2027, our 50th year, we want to see exponential growth as we are able to meet more of the demand for our work.



TRANSFORMING COMMUNITIES

A New Image

Our founding principle – making music available to those who need it most – has always remained close to our hearts. Yehudi Menuhin's vision of a world where everyone has access to the transformative power of music has driven us forward for over 40 years. As the organisation develops, we have changed the way we talk about ourselves and have worked with strategic consultants Winster Marsh to clarify, represent and communicate our brand values. We engaged LMNOP Studios to develop a new forward facing visual identity and brand, that better reflects the organisation we currently are and the organisation we are to become.



Our Collective Dream

We are excited about the opportunities that have developed for the organisation and remain deeply committed to serving our communities while continuing to be dynamic and responsive to the needs of our stakeholders: our participants, musicians, partners and workforce. This will not be without challenge, but we look forward to the journey and to the new experiences that will come our way. We see a world – rich in communication, vibrant in creativity and expression – which is musical at its heart and inclusive of all.

It will be a privilege to know that we have had our small part to play in its creation.



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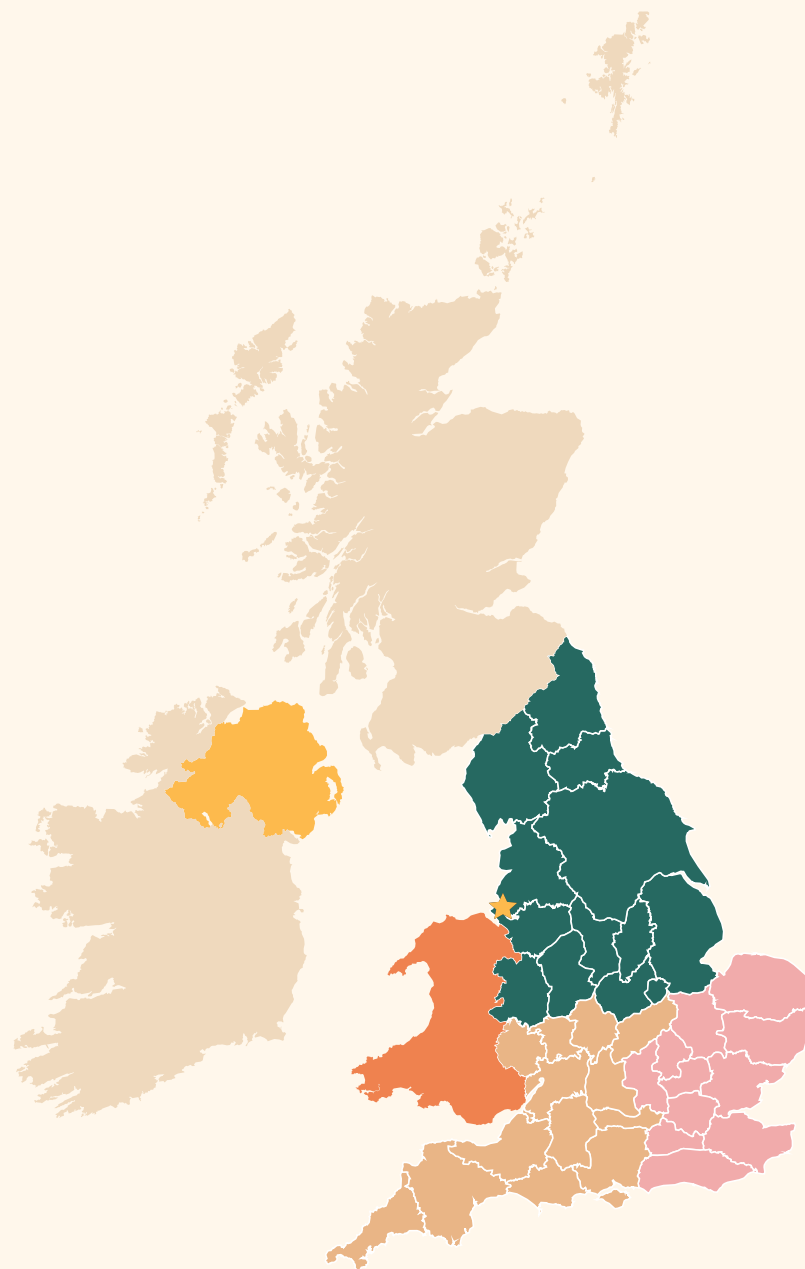


Photo Credits

Page 1	<u>"Live Music in Care residency at Appleby House in Epsom, Surrey with Will Ball (oboe) and Crag McLaren (clarinet). Photo Credit: Richard Eaton."</u>
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Page 4	During World War 2, Yehudi Menuhin played for wounded Allied troops. Learn more about our history here .
Page 5	Live Music Now musician Moussa Dembele at Vale School, Tottenham, London. Photo Credit: Ivan Gonzalez
Page 6	<u>Live Music Now musician Julia Turner leads and intergenerational music session at OSJCT care homes in Cheltenham. Read more here. Photo Credit: Evan Dawson</u>
Page 8	<u>Alice Phelps and pupil at Kingfisher Special School in Oldham. Level 3 Inspire Project. Photo credit: Luke Thornhil</u>
Page 9	Mum and baby during a Lullaby Project session at Flying Start, Dusty Forge, Cardiff. Read more here .
Page 10	<u>Lullaby Project in Toxteth - Spring 2022 at Katumba Culture Club, Liverpool</u>
Page 12	<u>Kris Halpin</u> demonstrates his incredible <u>Mi.Mu Gloves</u> for Live Music Now musicians during the annual Musicians' Practice Forum. Photo Credit: Richard Eaton

Page 14	Songs and Scones at Pickering Methodist Church in Yorkshire hosted by Ryedale Carers with musicians Meridiem Duo on harp and flute and Sam Rodwell on guitar.
Page 15	Live Music Now Northern Ireland ensemble Réalta participating in a monthly community concert at the Keady Clachan, a traditional stone cottage venue outside Limavady. <u>Watch a short film here</u> .
Page 16	Live Music Now musicians Beatrice Newman (cello) and Rachael Elliot (violin) at Bristol's Southmead and Cossham hospitals as part of North Bristol Trust's Fresh Arts programme. Photo Credit: Evan Dawson
Page 17	"Inner Vision Pilot Project, Musician Induction 27/02/23 England: South East Branch Photo credit: Ivan Gonzalez"
Page 18	Pupil at Claremont School, Bristol. Photo Credit: Evan Dawson
Page 19	Live Music Now Cymru Musician Recruitment Workshop at Aberystwyth Arts Centre
Page 20	A4 Brass Quartet at Kingfisher Special School, Oldham. Photo credit: Luke Thornley
Page 21	New North West Musicians' Care Settings training with Andrea Volger at RNCM
Page 22	Residents of OSJCT care home in Westbury on Severn thoroughly enjoyed a visit from folk duo Bowreed