



OUR FIVE YEAR STRATEGY:

OUR STRATEGY

GOAL 1: PROVIDE HIGH QUALITY MUSIC THERAPY AND INCREASE THE ACCESSIBILITY OF OUR SERVICES ACROSS THE UK.

OUR AMBITION

We will **increase the accessibility of our music therapy services across the UK** and the amount of free music therapy provision available for vulnerable and disadvantaged people. We plan to work innovatively over the next five years to extend our reach, widen our music therapy offer, and become a **leading voice for music therapy in the UK**.

OUR PLAN

- We will expand and diversify our frontline music services workforce, to represent the increasing need from our beneficiaries and communities.

OUTCOMES BY 2024

- We will have recruited a larger, more diverse music therapy workforce, better enabling us to meet the needs of the people and communities we support.
- We will have three Master of Music Therapy programme bases that support our UK-wide need, and a further 70 students will have completed their training.
- We will have implemented new strategies to make Nordoff Robbins an attractive employer to suitably skilled music therapists trained elsewhere, to meet demand in under-served geographic areas.

WE WILL REACH

14,338

PEOPLE WITH

58,184

LIFE-CHANGING
MUSIC THERAPY
SESSIONS BY 2024

OUR PLAN

- We will make our music therapy services more accessible, and create new ways for people to engage through music – prioritising the people and places where our services and support are needed most, and reducing cost barriers.

40%



**WE WILL BE
RECOGNISED AS A
LEADING VOICE OF
MUSIC THERAPY**

OUTCOMES BY 2024

- We will have significantly increased our free music therapy services across the UK, with 40% of our services delivered for free in our centres and community settings, and 60% of our services delivered in partnership organisations, like schools, care homes and hospitals (where we subsidise the cost of providing music therapy).
- We will reach 14,338 vulnerable and isolated people UK-wide with 58,184 life-changing music therapy sessions by 2024.
- We will develop 15–20 dynamic community hubs, in our existing locations and new geographical regions, where we deliver free music therapy services and work in partnership with local organisations, to support communities across the UK.
- We will have widened our musical offer to make our expertise more accessible to the public.

40% OF OUR SERVICES DELIVERED FOR FREE IN OUR CENTRES AND COMMUNITY SETTINGS BY 2024

OUR PLAN

- We will be recognised as a leading voice of music therapy and a key advocate for music in health and wellbeing in the public sector and research spheres in the UK, and internationally via Nordoff Robbins International.

OUTCOMES BY 2024

- We will be a credible provider of commissioned services within our core hubs; with tangible evidence for the impact of our work.
- We will have built our portfolio of original and cutting-edge music therapy research, positioning ourselves as an academic centre of excellence, and ensuring we have the evidence we need to influence scholarly discourse around music therapy and broader music debate.
- We will be known as a thought leader and authoritative voice on music therapy and on the wider music for health and wellbeing agenda, in the public arena.

**60% OF OUR SERVICES
DELIVERED IN
PARTNERSHIP ORGANISATIONS**

GOAL 2: GROW OVERALL INCOME TO £9M AND INCREASE OUR FUNDRAISING INCOME BY 55% OVER THE NEXT FIVE YEARS TO £6.25M.

TO MATCH THE UNPRECEDENTED NEED FOR OUR SERVICES AND RECOGNISING THAT WE WILL BE A UK-WIDE CHARITY.

OUR AMBITION

We will increase the opportunities for the public to engage with our work and feel inspired to fundraise for us, and expand our partnerships across the UK. This will help us to increase our fundraising income to £6.25m of our overall £9m target income, to meet need and the increasing demand for our work.

OUR PLAN

- We will develop high quality long-term partnerships from diverse sectors that yield significant fundraising income.

OUTCOMES BY 2024

- 58% of our gross fundraising income of £6.25m will come from our non-event fundraising activity. We will have a more diverse funding base, having invested in an Individual Giving strategy.
- We will have successfully developed a range of products, including merchandise, that yield new income for the charity.

BY 2024 WE
WILL RAISE
£9M
TO SUPPORT
OUR LIFE-
CHANGING
WORK



**WE WILL
INCREASE OUR
FUNDRAISING
INCOME BY**

55%

**OVER THE NEXT
FIVE YEARS**



OUR PLAN

- We will develop income streams and engagement that reflect our developing UK position.

OUTCOMES BY 2024

- England, Scotland and Wales will all have thriving, vibrant and sustainable fundraising strategies.

OUR PLAN

- We will provide high quality music therapy services to partnership organisations at a subsidised rate, so we can effectively meet need in schools, hospitals, care homes, dementia settings, and other settings where we work in partnership.

OUTCOMES BY 2024

- We will have a long-term pipeline of partnerships and our subsidy will be able to demonstrate strong public benefit. Income from our services will represent at least 25% of our total income by 2024.

GOAL 3: POSITION NORDOFF ROBBINS AS THE UK CHARITY KNOWN TO CHANGE LIVES THROUGH THE USE OF MUSIC

WITHIN THE BROADER MUSIC FOR HEALTH AND WELLBEING LANDSCAPE.

OUR AMBITION

Our communications and marketing activity will support the delivery and achievement of our cross-organisational goals. We will **deliver vibrant and innovative communications** that represent our regional and country needs, demonstrate the impact of our work, and support our income generation aspirations. **We will be known as an organisation that uses creativity to engage with our beneficiaries, partner organisations and supporters.**

OUR PLAN

- We will develop Nordoff Robbins' overall brand to raise awareness and understanding of the diversity, reach and accessibility of our work across the UK.

OUTCOMES BY 2024

- We will have a fully integrated communications and marketing strategy, which aligns to England, Scotland and Wales and regional hubs, and supports income growth and music services development.
- We will be delivering an annual campaign strategy and marketing support framework that achieves our donor acquisition and conversion targets and supports income generation.
- Get Loud will be a well-known and established annual UK-wide music-based campaign raising awareness and achieving high levels of donor acquisition, by inspiring music fans to support Nordoff Robbins.
- We will have a welcome process in place for everyone who accesses our free music therapy services at our centres and in community settings, ensuring our beneficiaries and their parents or carers have a broader understanding of Nordoff Robbins and how to get involved outside of their therapy sessions.



IN 2018:



GOAL 4: PROVIDE HIGH QUALITY ORGANISATIONAL SUPPORT THAT EMPOWERS COLLEAGUES TO FLOURISH AND ENABLES THE CHARITY TO SUCCEED.

OUR AMBITION

Our people will feel valued and supported, while undertaking rewarding work that provides personal challenge and development opportunities. The charity will benefit from resilient infrastructure, and our board will be truly **engaged with all aspects of our work and add value** through their diversity of knowledge, experience and influence.

OUR PLAN

- We will have a sector-leading exemplary governance framework in place with engaged and appropriately skilled Trustees, who actively review and contribute to the charity's strategic direction.

OUR SERVICE DELIVERY IN SCOTLAND WILL BE THRIVING FOLLOWING OUR 2018 MERGER

OUTCOMES BY 2024

- We will have established a quality board effectiveness strategy, along with a succession planning strategy. Our service delivery in Scotland will be thriving, following on from our 2018 merger with Nordoff Robbins Scotland; we will have established a country approach for Wales; and we will continue to build relationships and connections in the regions and with the Nordoff Robbins International Trust.

OUR PLAN

- We will ensure we have a comprehensive approach to our people that clearly demonstrates our commitment to our colleagues and culture and supports the charity's wider vision and goals.

OUTCOMES BY 2024

- The charity will inspire a performance culture with engaged, diverse colleagues driven by an accessible, accountable, and appropriately resourced support structure. We will attract and retain talented colleagues, ensuring a positive work/life balance and access to relevant support.

OUR PLAN

- We will equip the entire organisation with robust and progressive infrastructure, enabling us to deliver world-class music therapy and quantify the value of all that we do.

OUTCOMES BY 2024

- Our business technology systems will remain secure and resilient, while facilitating expansion of, and innovation among, our workforce.

OUR PLAN

- Robust systems, processes and controls will underpin strong financial management across all elements of the organisation's activities.

OUTCOMES BY 2024

- We will be clearly accountable to external stakeholders and the general public, ensuring and demonstrating that our income prioritises the delivery and ongoing development of our frontline services.



**WE WILL
ATTRACT
AND RETAIN
TALENTED
COLLEAGUES
ENSURING A POSITIVE
WORK/LIFE BALANCE**



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