

Our Strategy to 2030

Updated March 2026

Executive Summary



We are driven by our belief that music has the power to bring people together, inspire hope, and strengthen communities. Every year, more than 400,000 people experience the excitement and emotional connection of live performance through the Royal Liverpool Philharmonic Orchestra and the array of guest artists who appear in our halls. Thousands more discover the joy and benefits of music-making through our work in schools, hospitals, and community settings, while millions engage with us globally through our award-winning recordings and broadcasts.

Our 2030 Strategy builds on these strong foundations, extending our reach and deepening our impact by harnessing the unique strengths of our organisation. The opportunities ahead also celebrate our proud history and our future ambitions: our heritage as the UK's oldest professional symphony orchestra and our commitment to nurturing young people who will shape our city's future. We will present bold and distinctive artistic experiences that inspire loyal audiences while welcoming new people through our doors. We will strengthen our position as one of the UK's most progressive, inclusive, and welcoming music organisations through the stories we share and the ambitious projects we deliver for the benefit of our city.

Liverpool is central to our identity, and we are proud to be a pro-active partner within our local community and our growing music economy. We will also build our reputation internationally, championing Liverpool as a world-leading music city that thrives on diverse talent, fresh ideas and global collaboration.

We are convinced by the vital role that music plays in driving economic growth, social cohesion, and civic pride and we will demonstrate that in our city region over the next five years. In doing so, we will help realise Liverpool's next chapter as one of the world's greatest music cities: a place where creativity fuels innovation, where collaboration drives positive change, and where music remains at the heart of the city's identity, ambition and future.

Vision

A connected and hopeful world for everyone.

Mission

We create powerful music experiences that bring people together. Proud of our music city and open to the world, we collaborate with the next generations of artists and audiences to shape the future of Liverpool and beyond.

Values

These are the ways we want to work together. Everyone at the Philharmonic aspires to live by these principles in the belief they'll help us achieve our full potential.



We do our best work together

We're great at making things happen, pulling together as a team, finding solutions. We value everyone's different perspectives, contributions, expertise and talents. We all take responsibility for bringing each other on the journey – sharing and including people from across the organisation – working towards a collective goal.



We care for each other

We respect each others' time and boundaries – and our own. We look out for each other so everyone can play to their strengths. We've got each others' backs, particularly when things get tough.



We are open and curious

All questions are welcome – there's no such thing as a stupid question. We listen to everyone's ideas and are open to trying new ways of doing things and learning from each other.



We're brave and try new things

We encourage each other to push ourselves out of our comfort zones. We stretch ourselves, try new angles – how could we do this better? We learn more from experiments than the tried and tested.



We have fun and we're down to earth

We're passionate about what we do, but we're down to earth and have fun doing it. We're pragmatic and adaptive – we can always find a way. We take pride in our work and celebrate our wins – but we don't quit when we fail.

Strategic Goals 2025-30



Bold and distinctive performances with artists from the Northwest and around the world



A broad range of people are **inspired** by our performances, ideas and opportunities



Young people develop their passion for music and shape the future of our city region



A **trusted community partner** supporting economic growth, cohesion and well-being



A strong national and international reputation, as leading ambassadors for our city



A **wide-open and caring organisation** which thrives from diverse talent, perspectives and income streams

Major Projects

Our Major Projects are catalysts for change that will unlock new possibilities, overcome critical challenges, and drive our journey to 2030. These are the pillars upon which our future is built.

These projects will:

- Have the potential to be transformational for the organisation and our city region
- Address strategic priority, risk or opportunities integral to achieving our purpose
- Require new investment, resource and risk
- Benefit from input from across the organisation with active engagement of Board members with relevant skills
- Demonstrate our ambition and commitment to our musicians, young people and audiences and the facilities and opportunities they need to thrive



Major Projects

Audience development

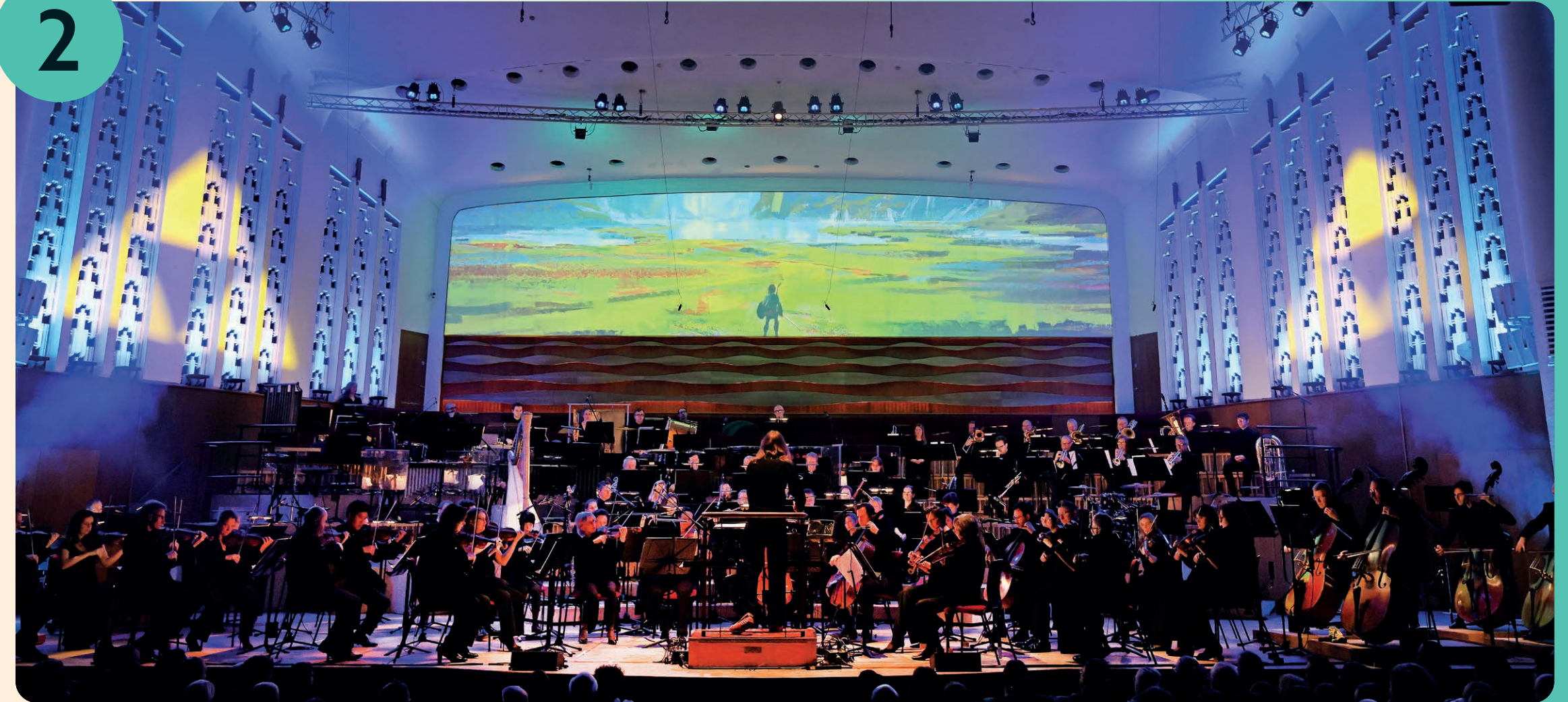
1



Radically enhanced storytelling

New storytelling tools – including a new and enhanced website, brand, data and PR strategy – will contribute to a robust audience development and communications strategy with a focus on retaining, diversifying and growing our audience. Our focus will be on young adults and new audiences that reflect all the communities we are here to serve in our City and City Region.

2



New approaches to programming and presentation

As consumer trends change, our artistic planning and programming teams will test new concert formats, residencies, festivals, and collaborations so that more people feel a connection to our work. We are proud of our heritage and current audience while being resolutely committed to shaping the future of music and its convergences with other creative industries in our city.

Our buildings and net zero strategy

3



Recording & Rehearsal spaces

New Philharmonic Studios (aka Abbey Road of the North) will be transformational for the Liverpool Phil and the Liverpool City Region, reasserting Liverpool's status as a globally recognised hub for creativity, music production, and talent development. This new facility will give our young people and musicians the facilities they deserve in one of the greatest music cities in the world.

4



Enhanced Visitor Experience

In our Concert Halls, we will work with experts and partners to create a roadmap for our transition to net zero, this will tackle the significant challenges of artist and audience travel, and our Grade 2* listed buildings. Any capital improvements & communications will focus on making our building accessible and more welcoming to all.

Local & global reputation



Increased awareness and reach of our learning programmes

Our impact study will provide evidence to inform targeted communications, development and investment campaigns for the long-term security and growth of our learning and health programmes, including In Harmony Youth Music Hubs. It will also demonstrate our contribution to the City Region economy and our local music industry's continued growth.



Renewed Touring and Recording strategy

Our strategies for UK and international touring and recording will focus on financial viability, brand alignment and consistency backed by strong communication and PR strategies within the classical music industry and beyond. With heightened national and international recognition through streaming and broadcasts, we will secure the artistic reputation our Orchestra deserve and enhance the impact we have for Liverpool at home and across the world.

Inclusivity and Belonging

Our seventh 2030 project is to strengthen our whole organisation's approach to inclusivity and belonging with the aspirational goal of leading sector development as the most welcoming symphony orchestra and concert hall in the UK; a place where everyone feels they belong.

This is a critical goal for the Liverpool Philharmonic because we believe that:

- Artistic quality grows when we recruit from a diverse talent pool
- The strongest businesses recruit and nurture diverse perspectives – from boardroom to front of house
- Our Scouse welcome should be for everyone – including more Scousers!
- We should celebrate, nurture and listen to diverse local talent on our stages, in our audience and in our staff
- The best ideas will come from multiple perspectives within, across and beyond our organisation
- It's our responsibility to recognise our history as a port city and the Philharmonic's role in that history
- Fairness and social justice should be centred in our work

Ways in which we will deliver this commitment include:

Refreshing the membership of our staff working groups so that we can listen, support and make changes to the way we approach audiences, venue experience, recruitment, development, programme and learning

Reviewing our language and reducing jargon so that this work feel real, urgent and relevant to everyone

Taking risks with new ideas that come from within or outside of our organisation

Working with external sounding boards which include people who are not current audience members or partners

Continuing and extending our focus on inclusive recruitment and retention

Ensuring that everyone feels welcome and safe in our venues and across all our activity



2026-30 Activity Plan

Highlights and opportunities:

2026-27 Paving the way	2027-28 UK profile building	2028-29 Young people at the centre	2029-30 From Liverpool to the world
New brand and website launch	BBC Proms in Liverpool: Start testing 'festival' model in our venues with Orchestra/Choir	20 years of Capital of Culture (including Simon Rattle in December TBC)	190th anniversary, plus celebratory programme and festival
Economic and social impact study and communication campaign	City events include: disability festival, Tour de France, UEFAs and Tate opening	20 years of In Harmony and NHS programmes	Exhibiton in the Hall, sharing history and documents (funded by HLF)
Philharmonic Studios feasibility and planning – phase 1 complete	Philharmonic Studios site agreed and phase 2 complete	Philharmonic Studios DCMS and private sector fundraising	Architectural design commissioned
Review of programme policies and volume/cost: new budgeting process instigated	Aldeburgh mini residency , plus Paris and Dublin performances	European tour for RLPO (TBC) , and 2029 marks five years in Barrow	International collaboration with Cunard in NYC/USA (also 190) TBC
Ticket and Hall pricing changes: ACE application and LCC CAIP application 2028-30	Impact of fundraising growth is felt , including a major campaign for our work with young people	Balanced budget , and capital funds raised for cooling system in the Hall	Potential endowment campaign to sustain future learning activities



Thank you