



# RSNO

SCOTLAND'S NATIONAL  
ORCHESTRA

## Strategic Plan 2024-2028 SUMMARY



[rsno.org.uk](https://rsno.org.uk)



# Who we are

## OUR MISSION

We are Scotland's National Orchestra. We use music to inspire, to uplift and to enrich the lives of all the people that we serve.

## OUR VISION

We seek to engage people, nationally and internationally, in person and online – bringing joy, gathering communities and building skills, confidence and pride in Scotland.

## OUR VALUES

**Open:** We are broad and bold in our approach. We welcome all people warmly with enthusiasm and humility. We take creative risks. We encourage new talent. We listen, respond and interact with the music of others. We are open and accountable.

**Connected:** We use technology and travel to broaden our reach. We work as one team, respecting and supporting each other. We relish working with our partners to play our part in creating an equitable arts ecosystem for Scotland.

**Committed:** We honour all audiences and music with a parity of esteem. We generate cultural, economic and social value. Ingenuity and inventive ideas will secure our social relevance and financial sustainability.

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# Challenging times, new opportunities

We believe the music we make is transformative.

The world is changing – from people’s needs, habits and tastes to digital possibilities, lost music education and a tough financial climate. We are working to inspire more people in different ways – by reaching communities and supporting personal wellbeing like never before. But there is more to do.

We have set ourselves ambitious and realistic goals.

We will develop what we do best, exploring new places and formats to perform and connect, to convene, inspire and transform lives and to contribute to Scotland’s cultural, social and economic success.

Combining classical heritage and creativity.

We will focus effort where we bring something unique and make the best impact. We will seek partner and funder support, which enables innovation and risk. We will develop boldly both our creative and our civic roles.

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# What we do: Our impact

- Live performance in **concert halls and communities** throughout the country, **online and on tour** across the world.
  - Running **Scotland's Studio** – a purpose-built, state-of-the-art facility for performing, recording and pioneering learning programmes, which has a growing reputation for recording high quality film soundtracks.
  - A 130-year history of **talent development** and huge growth in **creative engagement** for all ages and backgrounds: from over 100,000 children across every local authority to commissions and world premieres for emerging singers, composers and instrumentalists.
  - Supporting **creative jobs** for our players, our in-house team and 300+ freelancers.
  - Connecting with people through our **partners**.
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# The way forward

We have identified four ambitious strands of work for 2024-28, supported by a programme of people development and two core commitments to equalities and climate action.

## A) FOUR GOALS FOR THE FUTURE

### 1. Expanding our REACH: larger, broader audiences, relevant partnerships

*Committing to the right of every person in Scotland to enjoy great music*

- **Programming** – developing the range, format and locations of our programmes: introducing topical themes and making personal connections; playing in new venues across Scotland; developing our Choruses; evolving job roles
- **Audiences** – researching and responding to audience needs: identifying and investing in core and new markets, including young people, marginalised groups and areas of commercial opportunity
- **Partnerships** – working with other National Performing Companies to share learning and maximise impact; connecting with partners and advisors for wider perspective and reach; engaging funders, policymakers and opinion formers
- **A Hub for Music** – creating a new Glasgow site, in an area of high multiple deprivation, which is dedicated to community wellbeing, Engagement and Chorus activity, and digital music education for children, teachers and families

### 2. Reshaping our REPERTOIRE: fresh programming and presentation

*Celebrating the best orchestral music, in all its forms*

- **Concert content** – world class, large-scale classical concerts alongside a dynamic spread of musical styles, from soundtracks to contemporary commissioning, cross-disciplinary and socially-engaged collaborations, international guest artists and radical new composers and performers
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- **When, where and how** – bringing the RSNO into people’s homes and schools, towns and villages: in community and care spaces, through cinema and digitally; reviewing concert timing, length and experience; evolving a more flexible ‘season’ model
- **Creative engagement** – inspiring an even wider range of audiences through new partnerships and our network of RSNO players, Choruses and freelancers
- **Pioneering digital** – exploring new creative and experiential possibilities that support and drive music education in Scotland

### **3. Developing our REPUTATION: compelling communications, measuring impact**

*Communicating powerfully what we stand for, what we offer and the value we deliver*

- **Communications** – refreshing how we explain and promote the RSNO’s role in people’s lives, hearts and minds; standing proud as Scotland’s National Orchestra
- **Measuring Impact** – assessing our value to the people and the country, both organisationally and collectively with peers; using clear measures and benchmarks to celebrate success, stretch our learning, prioritise our efforts and enable change

### **4. Sustaining and increasing REVENUE: entrepreneurship, financial sustainability**

*Meeting national needs, serving taxpayers, entrepreneurialism and cost-control*

- **Fundraising and income generation** – strengthening our case for public and private investment where we deliver significant value (including education, health, city growth and international profile); diversifying income sources with innovative trading models; developing a broader, market-responsive repertoire; maximising return on assets
- **Operational sustainability** – controlling costs wherever we can, ensuring our efficiency and effectiveness, and optimising management of funds

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## B) OUR PEOPLE

The RSNO lives by the skills and commitment of its creative community – its leaders, staff, players, choruses, guest artists, freelancers and professional partners. We are developing a new culture of communication and care across the full team, which enables constructive challenge, support and learning, and rewards positive and collaborative working.

- **Stronger together** – committing to collective priorities, values and standards; regular time for open discussion, sharing challenges, risks and opportunities; ensuring robust, fair and trusted governance; evolving recruitment processes and role profiles; enabling everyone to identify their role in making a difference
- **Learning and growing** – encouraging experimentation and wellbeing; offering tailored professional development linked to annual reviews; increasing opportunities for leadership and creative engagement; creating a Code of Conduct and a ‘culture change’ plan which embeds RSNO Values and Fair Work
- **Proactive and responsive** – bringing this Strategic Plan to life through annual organisational and team plans, with ‘owners’ of targets, actions and deadlines; reviewing this strategy each year at Board level to ensure it remains fit for purpose

## C) CORE COMMITMENTS

**Equity, Diversity and Inclusion** | Accessibility and relevance

Our detailed equalities action plan covers: developing our **Repertoire and Artists**, both on stage and in our engagement work; better understanding, connecting with and expanding our **Audiences and Communities** and, for our own **People** in the RSNO team, diversifying representation, training staff, eliminating discrimination and ensuring Fair Work.

**Sustainability** | Tackling the climate emergency

Our detailed climate action policy and plan covers: **Waste** Reduction and Recycling; **Water & Energy** Efficiency and Renewables; Sustainable **Travel** Initiatives, Local **Purchasing** and **Communication** of Sustainable Initiatives.

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