



ASSOCIATION OF BRITISH ORCHESTRAS

REVIEW OF THE YEAR

2010/11

PREFACE

I was greatly honoured to have been elected Chairman of the ABO in November 2010 in succession to Timothy Walker AM. I would like to take this opportunity of congratulating Tim on his three years in the chair and thanking him on behalf of the ABO and the entire orchestral sector in the UK for his commitment, expertise and insight during that time and the three previous years he served as a member of the ABO board. We are delighted that Tim has agreed to continue his association with the ABO by remaining a trustee of the ABO Trust.

I would also like to thank all the current members of the board, who similarly give freely of their time and unparalleled experience in working to ensure the ongoing health of the ABO and orchestral music in general. At a time when we are all under intense pressure to keep our individual organisations artistically strong and financially robust it is hugely encouraging to witness such collective good-will and commonality of purpose.

It was a particular pleasure during the year to welcome our new youth ensemble members – the future of our industry depends on nurturing the abundant talent of our young players. That future is uncertain, as our Director reports on below, but in spite of the many financial challenges ahead I hope that in our review for 2011/12 we will be able to celebrate the resilience of our sector and its capacity for creative problem-solving, whilst also looking ahead to a bright future for the ABO and its charitable arm, the ABO Trust.

Finally, Mark and his small administrative team deserve the highest praise for delivering an organisation that continues to punch well above its weight and one of which all our members can be proud.

A handwritten signature in black ink, appearing to read 'Simon Taylor', with a long horizontal flourish extending to the right.

Simon Taylor
Chairman

INTRODUCTION

It is fair to say that 2010/11 saw one of the most fundamental shifts in British politics and the landscape for public investment in the arts in decades.

The announcement on 30 March by Arts Council England of its National Portfolio from 1 April 2012 was both eagerly awaited, and dreaded, by the orchestral sector. A decade of sustained investment has seen orchestras, opera houses and ballet companies reaching unprecedented levels of excellence and activity, whether in the concert hall, through digital media, in schools and in communities across the country. Cuts of the magnitude outlined in October's Comprehensive Spending Review, with a reduction in government funding of 30% to Arts Council England, in turn restricted to a 15% cut for "frontline" arts organisations, left many ABO members uncertain of their future.

Those orchestras funded by Arts Council England have known since October that they faced a cut of 6.9% in 2011/12 (following a 0.5% in-year cut in 2010/11). The fear was that further cuts would follow, with some losing their funding all together. In the event, the general reaction was, "could have been a lot worse".

Most positively, there are no significant casualties, with all the existing symphony orchestras, chamber orchestras, opera and ballet companies retained, and three new chamber orchestras added to the portfolio. This news was complemented by the Scottish Government's decision to limit cuts to its national companies to 4% in 2011/12, and Arts Council of Wales's decision to include an additional chamber orchestra in its portfolio of revenue funded organisations following its Investment Review.

Overall, the ABO feels this is a welcome show of confidence in our sector. We have consistently and forcefully made the case for sustained public investment in orchestras, and the announcement shows that this message has been understood. It is testimony to the time and additional investment we have spent these past two years campaigning on behalf of our members.

It is an irony, therefore, that the ABO itself loses its Arts Council funding from 2012, following a decision by Arts Council England to reduce the number of membership umbrella organisations it funds. Thankfully, this is not a fatal blow, and the ABO is already working on plans to make savings and diversify income, to ensure our association can continue to offer the level of service expected by its members. Key for us is ensuring that come the next Comprehensive Spending Review, we are in a strong position to argue the case for increasing public investment in orchestras, opera and ballet companies, along with continuing to support the DCMS's vision of a culture of giving, to remedy the inevitable contraction in our members' activity over the next four years and the impact this will have on access for audiences, schools and communities across the country.

The work of the ABO does not, however, stop at campaigning. Once again we held an action-packed conference and thanks are due to *sinfonia ViVA* and Derby Live for making this year's conference such a success. Our theme of *Protect and Survive*, while raising a few eyebrows, certainly chimed with the hunger among our members, in the face of the impending public spending cuts, to protect the work that they do and survive as best they can the fast and deep reductions in public investment across national and local government.

Sessions and speakers were chosen to challenge preconceptions and generate creative solutions, and the choice of keynote speaker proved both inspirational and controversial, with Phillip Blond, Director of ResPublica, laying down a challenge to orchestras to embrace the opportunities afforded by the Big Society and the government's drive to devolve delivery of public services to the voluntary sector.

As usual, the conference saw a healthy attendance across the range of managerial positions within our membership, along with representatives from the wider music industry and from as far afield as the USA and China. Our thanks as ever go to our main conference sponsor Classic FM and we were delighted to launch a new media partnership with Rhinegold Publishing along with a new online recruitment portal for orchestral musicians.

The conference also provided an opportunity to welcome delegates from the ABO's new youth ensemble membership, following the decision by the ABO board to create a new category of membership in response to the demise of the National Association of Youth Orchestras in June 2010.

There were significant changes to the Board during the year, with Simon Taylor appointed Chairman to succeed Timothy Walker AM. The Annual General Meeting in November also saw the election of Justin Lee of Southbank Sinfonia and Kathryn McDowell of the London Symphony Orchestras, who will ensure that the interests of the chamber orchestras, in particular those not in receipt of public funding, and London self-governing symphony orchestras respectively will continue to be represented.



Mark Pemberton

Director

REVIEW OF THE YEAR 2010/11

TO BE PRESENTED AT THE ANNUAL GENERAL MEETING OF THE ASSOCIATION OF BRITISH ORCHESTRAS

VISION, MISSION AND OBJECTIVES

Our vision is of a society where orchestral music is valued as a core component of contemporary culture.

The ABO exists to support, promote and advance the interests and activities of professional orchestras in the UK.

The key objectives of the Association cover four areas of activity:

- **Advocacy**
- **Communication**
- **Information**
- **Learning**

The ABO exists:

- to be an advocate for the orchestral profession of the UK, ensuring that the voice of British orchestras is heard by all relevant parties.
- to provide the principal forum through which members communicate collectively with each other to facilitate shared knowledge, collaborative initiatives and problem solving.
- to provide accurate, timely and comprehensive information on issues and events that impact on the management, development and legal responsibilities of orchestras.
- to provide and enable training and continuing professional development opportunities for all levels of orchestral management

2010/11: THE YEAR IN HIGHLIGHTS

APRIL	Archivists, Digital, Welsh members Specialist Managers Meetings. Director attends IAMA conference. Negotiations on ABO/MU Casual Concert/Freelance Orchestral Agreement concluded. Publication of Healthy Orchestra Charter evaluation.
MAY	Chamber Orchestras, Development, Education, Finance, Marketing Specialist Manager Meetings. Child Protection Seminar at the Barbican Centre. Director attends first speech on the arts by Secretary of State for Culture, Media and Sport following the General Election.
JUNE	Launch of <i>Unlocking Potential</i> at Tuke School Peckham. Publication of <i>Moving Arts: managing the carbon impacts of our touring – Volume 2: Orchestras</i> . Director attends League of American Orchestras conference in Atlanta. Meeting of All Party Parliamentary Classical Music Group. Concert & Orchestra Managers meeting.
JULY	Welsh members meeting. Press & PR Brass Tacks course at LSO St Luke's. Director elected to A&B/NCA Culture Forum. iTunes/Times free classical music download offer. Projects Manager speaks at BBC Noise Conference.
AUGUST	Director attends Culture Forum meetings. Youth ensemble membership launched.
SEPTEMBER	Director attends address at Westminster Hall by The Pope and meeting with BBC Trust to discuss review of BBC Radio 3. Fringe events at Liberal Democrat Party conference at Tate Liverpool and at Labour Party conference at Bridgewater Hall, Manchester. Opera & Ballet managers and Education Specialist Managers Meetings. Finance Brass Tacks at LSO St Luke's.
OCTOBER	Fringe event and launch of <i>A Sound Investment</i> at Conservative Party Conference at CBSO Centre, Birmingham. Director gives evidence before the Culture Select Committee. Director speaks at conferences of the Alliance of Asia-Pacific Region Orchestras in Hong Kong and the Association of Spanish Symphony Orchestras in Madrid. Digital, Marketing Specialist Managers Meetings. Announcement of Comprehensive Spending Review.
NOVEMBER	Concert & Orchestra, Development, Finance, Scottish members Specialist Managers Meetings. Meeting of All Party Parliamentary Classical Music Group. Director attends PEARLE conference in Frankfurt. Annual General Meeting and retirement of Timothy Walker AM from the ABO board at Southbank Centre. Fundraising Brass Tacks at Royal Over-Seas League. Director elected chairman of the National Music Council.
DECEMBER	Employment Law Seminar at Barbican Centre. Meeting of All Party Parliamentary Classical Music Group. Director attends NALGAO conference. Marketing Brass Tacks at Royal Over-Seas League.
JANUARY	Culture Forum report published. Director and four orchestra chief executives attend ISPA conference in New York, thanks to funding from the British Council. Welsh members meeting.
FEBRUARY	ABO conference in Derby. Presentation of ABO Award to David Takeno. Launch of ABO short films. Publication of <i>A 2020 Vision for Chamber Orchestras</i> . Meeting of All Party Parliamentary Classical Music Group. Director speaks at ACEVO philanthropy conference.
MARCH	Meeting of All Party Parliamentary Classical Music Group. Announcement of Arts Council England National Portfolio.

ADVOCACY

The ABO met regularly during the year with representatives from the government and opposition parties, DCMS, the Mayor of London's office, Arts Council England, Creative Scotland and the Arts Council of Wales, and is a member of ERA21, bringing together the UK's arts associations and entertainment unions for regular meetings to discuss arts policy and funding. It also held fringe events at the Conservative, Liberal Democrat and Labour Party conferences, hosted by the CBSO, Hallé and Liverpool Philharmonic respectively, which were attended by ministers, MPs, peers and local councillors.

The ABO submitted evidence to various government consultations, and the Director gave evidence in person before the Henley Review of music education and the Culture Select Committee Enquiry into the Funding of Arts and Heritage. He also attended the address by the Pope in Westminster Hall in September 2010, representing the orchestral sector.

ABO/MU CASUAL CONCERT/FREELANCE ORCHESTRAL AGREEMENT

Negotiations with the Musicians Union were concluded in May 2011 with a new agreement backdated to 1 April 2011. The ABO meets regularly with the MU through its working party comprised of Mark Pemberton, Director of the ABO, Timothy Walker of the London Philharmonic Orchestra, Elaine Baines-Robins of City of London Sinfonia, Hannah Donat of Britten Sinfonia and Marc Stevens of the London Symphony Orchestra.

ALL-PARTY PARLIAMENTARY CLASSICAL MUSIC GROUP

Meetings of the All-Party Parliamentary Classical Music Group took place in June, November, December 2010, and February and March 2011. The Group's purpose is to bring together parliamentarians who have an interest in and wish to further the appreciation of classical music; to act as an interface between British orchestras' on and off-stage activities, the wider classical music industry, including broadcasters and the recording industry, and key decision makers and opinion formers; and to look at the potential for establishing parliamentary classical music awards and promoting and supporting young musicians. The ABO serves as the Group's secretariat. Guest speakers included Alan Davey and Susanna Eastburn of Arts Council England, and Darren Henley following the music education review.

COMMUNICATIONS CAMPAIGN

The primary focus of the ABO's advocacy during the year was the continuation of a communications campaign, to raise the profile of British orchestras in advance of the publication of the Comprehensive Spending Review in October 2010. DHA Communications were appointed in November 2008 to work with the ABO on delivery of the campaign.

Briefings were published on **Unlocking Potential: Education and the Orchestra**¹, launched at Tute School, Peckham in June 2010 and **A Sound Investment: The Mixed Economy Model of UK Orchestras**, launched at the Conservative Party fringe event in October 2010. **A 2020 Vision for Chamber Orchestras** was published in February 2011, to coincide with the ABO conference in Derby, which also saw the release of six short films on a special ABO **YouTube**² channel. An **Advocacy Toolkit** was published in August 2010.

¹ All ABO briefings and publications can be downloaded from the ABO website at abo.org.uk/Information/Publications/

² The films can be viewed at youtube.com/aborchestras

A free download offer in celebration of British orchestras, in partnership with iTunes and The Times, took place in July 2010. Our gratitude goes to those participating orchestras for making free tracks available.

CONTROL OF NOISE AT WORK REGULATIONS

The ABO continued to monitor the impact of the Control of Noise at Work Regulations 2005 on British orchestras. The Projects Manager represented the ABO and spoke at a one day conference on Noise hosted by the BBC and at which the Health & Safety Executive also spoke. Following this conference a working group was set up to produce best practice guidance, to be published in Spring 2011.

CREATIVE & CULTURAL SKILLS

The ABO continues to forge links with Creative & Cultural Skills and contributed data and other material for their publication **Music Blueprint**, an analysis of the skills needs of the music sector in the UK.

CREATIVE COALITION

The ABO is a member of the Creative Coalition, to support the campaign for implementation of the Digital Economy Act.

CULTURAL OLYMPIAD

The Olympic orchestral project was finalized as a weekend of activity to take place 3-4 March 2012. The project, entitled Music Nation, is being led and project managed by the BBC with the ABO sitting on the steering group and liaising with the participating orchestras. It will be the first "Festival 2012" event trailblazing the actual full festival commencing June 2012.

CULTURE FORUM

The Director was elected to the Culture Forum, set up by Arts & Business in association with the National Campaign for the Arts, and contributed to the findings of its report published in January 2011.

HEALTHY ORCHESTRA CHARTER

The Healthy Orchestra Charter is a joint initiative by the ABO and the Musicians Benevolent Fund. Launched at the 2006 ABO Conference in Newcastle/Gateshead, the Charter aims to set an industry-wide standard of care and award charter marks to orchestras that are displaying good practice towards the physical, mental and emotional health of employees - both orchestral musicians and their management. Following the evaluation carried out by Annabel Jackson Associates in 2009/10, the Charter has been subject to review and will be re-launched in 2011/12.

ISPA AND INTERNATIONAL CONFERENCES

The ABO was the beneficiary of a grant from the **British Council** to enable the Director and four orchestra Chief Executives to attend the conference of the International Society of the Performing Arts in New York in January 2011.

The Director attended the conference of the League of American Orchestras in Atlanta in June 2010 and attended and spoke about outreach programmes and the funding landscape for British orchestras at the conferences of the Association of Spanish Symphony Orchestras in Madrid and the Alliance of Asia-Pacific Region Orchestras in Hong Kong in October 2010.

NATIONAL MUSIC COUNCIL

The ABO is a member of the National Music Council, which exists to promote the interests of the music industry. The Director was elected its Chairman in November 2010.

PEARLE*

The ABO and its members benefit hugely from membership of PEARLE*, the European League of Performing Arts Associations, which helps the ABO keep track of legislative and regulatory developments within the EU. The Director attended a PEARLE* conference in Frankfurt in November 2010, but was unable to attend the conference in Luxembourg the preceding June.

VISAS FOR VISITING ARTISTS

The ABO continues to be a member of the UK Border Agency's Arts & Entertainment Taskforce, the purpose of which is to liaise with the Home Office and UK Border Agency following implementation of the new Points Based System for Migrant Workers. Further concessions were made by the Home Office following submissions by the ABO and other arts associations to avoid difficulties with visa processing for visiting artists. Following a review of the Shortage Occupation List the Migration Advisory Committee recommended that tutti positions be excluded from the list. However, due to the general election and change of government this recommendation has not yet been adopted. The new government introduced a temporary cap on Tier 2 and Tier 1 migrants and this became permanent from April 2011.

COMMUNICATION

ABO CONFERENCE

The Conference, sponsored for the ninth time by our main sponsor **Classic FM**, along with the British Association of Concert Halls, and in partnership with *sinfonia ViVA* and Derby Live, was held at the Derby Assembly Rooms from 16 to 18 February 2011, with some 250 delegates attending. We were delighted to enter into a new media partnership with **Classical Music** magazine.

The Conference, the theme of which was *Protect and Survive*, was opened by Helen Bishop, Head of Community Relations at Rolls-Royce, followed by the keynote speaker Phillip Blond, Director of ResPublica. The Minister for Culture, Ed Vaizey MP gave a speech on the Thursday and joined a panel that looked at increasing philanthropy to the arts.

The **ABO Award** was awarded to David Takeno during the conference dinner, in recognition of the enormous impact his teaching has made on the leaders and string players of British orchestras.

Our hosts **sinfonia ViVA** presented a concert conducted by their music director André de Ridder at the Derby Assembly Rooms, which was broadcast on Radio 3. The concert included the world premiere of a work by Anna Meredith, ViVA's Composer in the House, supported by the Royal Philharmonic Society and the PRS for Music Foundation. The orchestra also took part in panel sessions during the conference.

SPECIALIST MANAGER MEETINGS

Specialist Manager Meetings continued to form the backbone of ABO's events programme. Meetings for Chamber Orchestras, Archivists, Concert & Orchestra, Digital, Education, Development & Sponsorship, Finance and Marketing Managers, along with Opera & Ballet, Scottish members and Welsh members,

took place during the year, with 529 attendees in total. We are hugely grateful to the chairs of the respective specialist manager groups for helping develop agendas and source external speakers.

The Specialist Manager Meetings provide opportunities for colleagues from different organisations to meet and discuss subjects of mutual interest and benefit from the latest developments in the field through talks and surgeries given by experts. Reports of the meetings are available to download from the members' area of the ABO website. During the year, members heard from a range of external speakers including Arts Council of Wales, Dilettante Music, Musicians Union, Travelex, CCLA, New Economics Foundation, Dementia UK, Wigmore Hall, LOCOG, Visiting Arts, BBC Radio 3, OFSTED, Arts Inform, e64 Limited, PPL, Royal Court Theatre, Charities Aid Foundation, HW Fisher & Co, haysmacintyre, University of St Andrews, RNCM, Birmingham Conservatoire, BBC Talent and Rights Negotiation Group, La Playa, ACE Grants for the Arts, Greater London Authority, Barbican Centre and Arts & Business.

WEBSITE

The ABO's website continued to be an invaluable source of communication and information for members and the general public. During 2010/11 there were 88,779 visits (an increase of 32% from the previous year) from 28,207 unique visitors (up 23%), with 193,504 page views (up 19%). These sizeable increases are testament to the resources the ABO offers its members and an excellent measurement of how valuable its website has become in communicating its message to them and the wider world. The ABO has continued to "tweet" relevant news via Twitter (and reached 1200 followers by the end of the year) and the hashtag for the ABO Conference was much more widely used by delegates as well as observers away from the conference. The ABO launched its own YouTube channel in addition to maintaining activity on its Facebook page.

A **Careers** section was added to the website in March 2011, with contributions from members working in concert and tours administration, orchestra management, education and community, marketing, development and sponsorship, and digital. A new **recruitment** portal for orchestral musicians was also launched in partnership with Rhinegold Publishing.

INFORMATION

A research project assessing the carbon impacts of orchestras touring the UK and internationally **Moving Arts: Managing the Carbon impacts of our touring - Volume 2: Orchestras**³, was published in June 2010. The research was funded by the British Council, Arts Council England and Orchestras Live with support from the ABO. A working group, co-ordinated by the ABO and including representatives from Julie's Bicycle, orchestras, artist management, Arts Council England, the British Council and Orchestras Live, met during the year with a view to developing a Sustainable Touring Charter for publication in 2011/12.

The ABO continues to provide access to a range of briefing sheets on topics of relevance and concern to the membership, and provides up-to-date information on events and information via its monthly email Update for members. The ABO continued to offer helplines on Contracts and VAT for the benefit of its members, and we are hugely grateful for the pro-bono advice provided by Trevor Ford and Graham Elliott of haysmacintyre.

³ Copies can be downloaded from the Julie's Bicycle website at www.juliesbicycle.com/resources/publications

LEARNING

BRASS TACKS

There were 55 attendees for our range of Brass Tacks courses, with attendees very positive about the content and insight gained through these one-day training courses. Courses were provided during the year on *Press and PR, Finance, Fundraising and Marketing*.

SEMINARS

A joint ABO/ISM seminar on **Child Protection** took place in May 2010 with speakers Yvonne Spencer and Con Alexander of *Veale Wasbrough Vizards*. **Maintaining Harmony in the Workplace**, an employment law seminar, took place in December 2010, with speakers Sarah Jane Turcan and Caoimhe O'Neill of Charles Russell.

EDUCATION

During 2010/11, the ABO continued to work on its ambition to offer every child the opportunity to experience a live orchestral concert during their time at school. With funding from **Creative Scotland**, a mapping exercise was carried out with the Scottish orchestras, and the final report will be published in the summer of 2011.

The ABO board and its network of education managers contributed to the ABO's response to the **Henley Review of Music Education** and the ABO Director and Education Consultant, along with two member orchestras, were invited to meet with the Review team. The ABO welcomed the published report in February.

Following an informal survey of orchestras earlier in the year, to determine awareness of the Creative and Media Diploma and which orchestras were involved with schools running the Diploma, Helen Thom, Arts Inform presented a potential **Work-based learning project** in collaboration with Sound Connections to the Education Managers on orchestras' involvement in Creative and Media Diplomas, Arts Award and work-related learning projects. A working group was formed from orchestras that had expressed interest in this aspect of their work along with members of Sound Connections, including the BBC Symphony Orchestra, City of London Sinfonia, London Sinfonietta, Philharmonia Orchestra, and the Royal Opera House. Over the year the working group has met with the ABO, Arts Inform and Sound Connections to hear from external speakers – a Secondary Head of Music, a representative of Creative & Cultural Skills and a Creative Apprentice – and to develop ideas for projects that would be funded by Arts Inform and would result in a series of case studies. A final seminar, 'Keys to the Future', in June 2011 will provide an opportunity to present the case studies to a wider audience.

The **Mayor of London's Music Education Fund** selected 6 projects to receive funding for partnerships between music services and orchestras. The Institute of Education was selected to carry out a music education audit in London on behalf of the Mayor of London. Fiona Harvey represented the ABO on the Mayor of London's Music Education Strategy steering group from September 2010 onwards.

The Education Managers meetings continue to be well-attended and external speakers during the year included representatives from Wigmore Hall and Dementia UK, OFSTED and Arts Inform. The Education Managers responded to requests from the ABO for their contributions to the Henley Review of Music Education and the Review of the National Curriculum.

Other events attended during the year included a celebration event in Nottingham of 'Perform', Trinity Guildhall and the Open University's project which involved over 800 Wider Opportunities pupils; some of Music For Youth's National Festival events in Birmingham Conservatoire; the final concert of the Banded About project, created by the Birmingham Music Hub (BCMG, CBSO, Sound it Out and THSH) at Birmingham Town Hall; the launch of Professor Sue Hallam and Dr Andrea Creech's book, 'Music Education in the 21st Century in the United Kingdom - achievements, analysis and aspirations', published by the Institute of Education; a European Orchestras Forum meeting in Berlin that explored ideas of a European network for orchestral education departments. The meeting was part of a conference organised by RESEO and hosted by the Komische Oper, focusing on orchestral music education; and 'The Changing Face of Music Education', a conference organised by the Institute of Education, which enabled the sector to hear about recent political, economic and educational developments which were already having an impact and would have implications for music education going forwards.

A meeting was held with London members of the Federation of Music Services to talk about the new Youth Ensemble category of ABO membership as well as a round-table discussion with Music for Youth, Junior Conservatoires, Youth Music and other organisations and individuals related to this sector. Again, the ABO's initiative in setting up the new category was welcomed, particularly for those ensembles that follow the western classical music tradition.

A youth ensemble theme formed the programme for the middle day of the ABO Conference in Derby and a separate meeting was convened for youth ensemble members attending the conference. It was useful for those present to meet each other and they agreed to continue their contact, share experiences and discuss shared issues.

A new E-Bulletin for Youth Ensembles has been started and the ABO Board has co-opted Carol Main, Director, Live Music Now Scotland, to represent the voice of youth ensembles at Board level.

FINANCE

The surplus for the year ended 31 March 2011 was £4677. This resulted in the reserves increasing to £138,457. The ABO Trust, the charitable arm of the Association, has reserves of £18,058.

The ABO continued to be a regularly funded client of Arts Council England and acknowledges the support of ACE and is grateful in particular to Susanna Eastburn, Director, Music Strategy, and Dominic Fyfe, Relationship Manager, Music at Arts Council England, London, for their interest and involvement in the activities of the Association.

The Association is deeply indebted to Jonathan Lane, Chief Executive and all his colleagues at Shaftesbury plc for providing a reduced rental on its premises in Rupert Street, London W1.

MEMBERSHIP

This year saw the introduction of Youth Ensemble membership, following the closure of the National Association of Youth Orchestras (NAYO) in June 2010. Membership categories were restructured at the Annual General Meeting to offer Full, Associate, Youth Ensembles, Affiliate, Corporate and Individual Membership, and a membership list is included in this Annual Review.

Apollo Chamber Orchestra, Aurora Orchestra and English Philharmonic Orchestra joined as Full Members, National Youth Orchestra of Wales as an Associate Member, and Venue Cymru, Serious and Greater London Authority as Affiliate Members.

We were saddened to hear of the death of Elizabeth Ashton Edwards who had been an Individual member and supporter of the ABO for many years.

GOVERNANCE

The Board met five times during the year, ensuring scrutiny of the Association's activities and finances. Kathryn McDowell, Managing Director of the London Symphony Orchestra and Justin Lee, Chief Executive of the Southbank Sinfonia were elected to the Board at the Annual General Meeting in November 2010, and Bob Riley, Chief Executive of Manchester Camerata was re-elected. The number of orchestra representatives was increased to eight, ensuring representation across the range of orchestras within the ABO's full membership. Simon Taylor, Chief Executive of the Bournemouth Symphony Orchestra was elected Chairman of the ABO. The gratitude of the board and the membership goes to Timothy Walker AM, Chief Executive of the London Philharmonic Orchestra who served on the board for six years, three as Chair, and who retired at the AGM.

Andrew Jowett, Director of Town Hall & Symphony Hall, Birmingham, musician Chi-chi Nwanoku MBE and Leonora Thomson, Director of Audiences and Development at the Barbican Centre were co-opted to the Board for a further year.

The ABO is very grateful to Laurie Watt, Senior Partner at Charles Russell, for his support as the Association's Honorary Solicitor, particularly for the use of meeting space. The ABO is also grateful to his colleague Sarah Jane Turcan who has provided invaluable advice during the year.

STAFF

There were no changes to the staff during year. Mark Pemberton continued to serve as Director, Keith Motson as Projects Manager and Orla Molony as Membership Services Officer. The staff were supported by Fiona Harvey, Education Consultant, and Chris Wright, Financial Consultant, who oversees book-keeping and management accounts.

The ABO is committed to providing meaningful internships for those seeking work experience at the start of their careers. Jenny McLeod served as Intern from February to July 2010, Laura Luckhurst from August 2010 to February 2011, and Catherine Thomson commenced an internship in March 2011.

ABO MEMBERSHIP 2010/11

FULL MEMBERS

Academy of Ancient Music	Orchestra da Camera
Academy of St Martin in the Fields	Orchestra of the Age of Enlightenment
Apollo Chamber Orchestra	Orchestra of the Swan
Aurora Orchestra	Orchestre Révolutionnaire et Romantique
BBC Concert Orchestra	Oxford Philomusica
BBC National Orchestra of Wales	Philharmonia Orchestra
BBC Philharmonic Orchestra	Royal Liverpool Philharmonic Orchestra
BBC Scottish Symphony Orchestra	Royal Philharmonic Concert Orchestra
BBC Symphony Orchestra	Royal Philharmonic Orchestra
Birmingham Contemporary Music Group	Royal Scottish National Orchestra
Bournemouth Symphony Orchestra	Scottish Chamber Orchestra
Brighton Philharmonic Orchestra	Scottish Ensemble
Britten Sinfonia	Sinfonia Cymru
City of Birmingham Symphony Orchestra	Sinfonia Verdi
City of London Sinfonia	sinfonia ViVA
English Baroque Soloists	Southbank Sinfonia
English Philharmonic Orchestra	The English Concert
English Sinfonia	The Sage Gateshead (Northern Sinfonia)
Ensemble Cymru	The Sixteen
Gabrieli Consort & Players	Ulster Orchestra
Guildford Philharmonic Orchestra	Welsh Sinfonia
The Hallé	
Lancashire Sinfonietta	Opera/Ballet Orchestras
London Handel Orchestra	Orchestra of English National Ballet
London Mozart Players	Orchestra of English National Opera
London Philharmonic Orchestra	Glyndebourne on Tour Orchestra
London Sinfonietta	Northern Ballet Theatre Orchestra
London Symphony Orchestra	Orchestra of Opera North
Manchester Camerata	Royal Ballet Sinfonia (Birmingham Royal Ballet)
Milton Keynes City Orchestra	Orchestra of the Royal Opera House
Monteverdi Choir and Orchestra	Orchestra of Scottish Ballet
New London Orchestra	Orchestra of Scottish Opera
New Queen's Hall Orchestra	Orchestra of the Welsh National Opera
Northern Chamber Orchestra	

ASSOCIATE MEMBERS

Aldeburgh Music (Britten-Pears Orchestra)	National Youth Orchestra of Great Britain
Birmingham Conservatoire	National Youth Orchestras of Scotland
Chamber Orchestra of Europe	National Youth Orchestra of Wales
European Union Baroque Orchestra	Royal Academy of Music
European Union Youth Orchestra	Royal College of Music
Guildhall School of Music and Drama	Royal Northern College of Music
Irish Chamber Orchestra	Royal Scottish Academy of Music and Drama
Making Music	RTÉ Symphony Orchestra
Melbourne Symphony Orchestra	Trinity Laban
National Children's Orchestra of Great Britain	

YOUTH ENSEMBLES

Chetham's School of Music	Nottingham Youth Orchestra
City of Birmingham Music Service	Redbridge Music Service
Congleton Youth Orchestra	Shropshire Music Service
Cornwall Music Service	St Mary's Music School
Denstone College	Stoneleigh Youth Orchestra
Devon Music Service	Sutton Youth Symphony Orchestra
East Dunbartonshire Music Service	Thames Youth Orchestra
East Midlands Youth String Orchestra	The Szilvay Foundation & Colourstrings
Hallé Youth Orchestra	Trinity College Junior Dept Symphony Orchestra
Jersey Instrumental Music Service	Ulster Youth Orchestra
Kingston Upon Hull Music Service	Vacation Chamber Orchestras
Leicestershire Arts in Education	Wells Cathedral School
Lydian Orchestra	Wessex Youth Orchestra
Malden Young Strings	West Sussex Music Service
National Youth Strings Academy	Westmorland Youth Orchestra
Northamptonshire Music & Performing Arts Service	Worcestershire Youth Music

AFFILIATE MEMBERS

Arts Council England, and nine regional offices	Opera & Music Theatre Forum
Associated Board of the Royal Schools of Music	Orchestras Live
Barbican Centre	Royal Albert Hall
BBC Proms	Royal Concert Hall, Nottingham
BBC Radio 3	Royal Over-Seas League
British Council	Serious
Cadogan Hall	Sound and Music
Cheltenham Music Festival	Southbank Centre
Classic FM	Symphony Hall & Town Hall, Birmingham
Greater London Authority	THAMES
Horsecross Arts Ltd	Three Choirs Festival
Incorporated Society of Musicians	Trinity Guildhall
Musicians Benevolent Fund	Venue Cymru
NAME - National Association of Music Educators	Wigmore Hall

CORPORATE MEMBERS

Alec Finch & Co Ltd	Morgensterns
Amadeus Performing Equipment	Orchestras Australia
Artifax Software Limited	Orchestras Canada
Arts Marketing Association	Rayburn Tours
Askonas Holt Ltd	Robert Gilder and Company
Black Cat Music	Sama Arts Network Ltd
British Academy of Composers and Songwriters	Schiedmayer Celesta GmbH
China Symphony Development Foundation	Shaftesbury plc
Harrison Parrott	Sound Sense
IMG Artists	Sound Space Design
Intermusica Artists' Management Ltd	Specialised Travel Ltd
International Artist Managers' Association	Symphony Australia
International Classical Artists	Upbeat Classical Management
La Playa	Ulysses Arts Ltd.
Latitude 45 Arts Promotions Inc.	Yamaha-Kemble Music (UK) Ltd.
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