

# ABO

ASSOCIATION OF BRITISH ORCHESTRAS



REVIEW  
OF THE  
YEAR  
**2016/17**

# PREFACE



For the ABO, 2016/17 involved continued championing of the orchestral sector and supporting the membership during a period of political change, in particular following the referendum on EU membership in June. The potential impact of leaving the EU raises a number of issues for members which the ABO is discussing with key figures in government, and at the same time, seeking to position the orchestral sector at the heart of new 'soft power' initiatives at home and abroad. The collation and presentation of statistics from the sector, through the publication of 'The State of Britain's Orchestras in 2016' provides the ABO with the tools for advocacy on behalf of its membership in these challenging times.

The annual conference, held in Bournemouth in January, focused on the theme of Diversity and proved to be one of the most valuable ABO conferences to date. Examples of best practice in the UK and internationally, coupled with lively debate, enabled members to think through ways to embed diversity and inclusion at the centre of their strategic planning for the future. The ABO board is looking at next steps in this field for the year ahead.

Members continue to value the networking and connections that the Association facilitates across the music industry, and also the external links these forge. From the impressive number of delegates at the conference, to healthy attendance at the Specialist Managers Meetings, it is clearly beneficial to members to network and to learn from one other and also from experts in other disciplines. The ABO programme for emerging leaders, Find Your Way entered its first full year, building on a pilot programme. A residential course at Snape Maltings provided an invaluable focus early in the programme and will be continued in future years.

The Family Arts Festival took place in the Autumn for the fourth time. Thanks to every ABO member who has participated in the campaign to develop and promote Family Friendly programming, standards, networks, awards, events and facilities. Accountability for the Family Arts Campaign transferred to The Albany at the start of 2016/17 and the ABO continues to support the Campaign in its next phase of development.

My thanks go to my colleagues on the ABO Board for giving their time and expertise so willingly, to ensure that the ABO's priorities reflect and anticipate the needs of the sector, and my sincere gratitude to Mark Pemberton and the staff for their dedicated, excellent work on the ABO's behalf.

*Kathryn McDowell*

**Kathryn McDowell**  
Chair



Panel discussion at Transform MultiOrchestra Conference chaired by Cathy Graham, British Council

# INTRODUCTION

---



2016/17 saw the ABO continue to deliver on its key objectives of connecting, championing and developing professional and youth orchestras across the UK, during a period of change both within the organisation, and in the country at large.

Our primary focus was working with the Treasury on implementation of Orchestra Tax Relief, ensuring that it would deliver maximum benefit for our members, with Royal Assent being granted in September 2016. This now provides an alternative and welcome source of funding for our members at a time of continued pressure on public investment for the arts, both at national and local level.

Vital to our success in being a champion for our members was the publication in January 2017 of our latest sector statistics, *The State of Britain's Orchestras in 2016*. This achieved significant press attention and helped reinforce our arguments for the public value of British orchestras.

Along with many of our colleagues across the arts, the vote to leave the EU in June 2016 came as an unwelcome surprise, and it is clear there will be challenges to our members in relation to freedom of movement for artists and musicians,

and touring into the EU. The ABO has played an active role since the referendum in liaising with the DCMS on achieving as best we can a positive outcome for our sector.

Other priorities during the year saw us continue to support the Family Arts Campaign, and we were delighted that the fourth Family Arts Festival in October 2016 once again exceeded its targets. We continued to work in partnership with the PRS Foundation on their Resonate programme, launched in July 2016. The year also saw the continuation of the UK-Brazil Transform Orchestra Leadership programme, supported by the British Council, which enabled a delegation of British managers to attend the final Transform Orchestra Leadership MultiOrchestra Conference in Sao Paulo in May 2016.

In line with a renewed focus on leadership, the ABO built on the outcomes of the pilot Find Your Way programme, and launched a full programme for emerging leaders in September 2016, which was supported by the ABO Trust.

The year culminated in a very successful and well-attended conference, with delegates drawn from across the globe. We are hugely grateful to our hosts, the Bournemouth Symphony Orchestra, and our gratitude as ever goes to our principal media partner Classic FM, and to the many other sponsors and partners who helped make the conference such a success.

We are grateful for the active support of board members during the year, who devoted much of their time to developing a new Strategic Plan for the period 2016-19. As ever, we remain committed to delivering on our mission of connecting, championing and developing professional orchestras and youth ensembles across the UK, and to ensuring a vibrant and sustainable sector.

**Mark Pemberton**  
Director

BSO Associates perform at the ABO Conference dinner



# REVIEW OF THE YEAR 2016/17

---

To be presented at the Annual General Meeting of the Association of British Orchestras

## MISSION AND OBJECTIVES

The ABO board agreed the following **mission statement** on 19 April 2016: The ABO's mission is to enable and support an innovative, collaborative and sustainable orchestral sector. It exists to provide advice, support, intelligence and information to the people who make British orchestras a global success.

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

- **Connecting**
- **Championing**
- **Developing**

Using the framework of the mission statement, our key **aspirations** for 2016-2019 will be to deliver on these key objectives through:

- **Connecting** members to other members and the wider industry through networking opportunities, keeping our members well-informed and up-to-date with best practice to help build resilience and financial sustainability.
- **Championing** British orchestras and the wider membership, raising their profile and influence with key stakeholders and the British public, through political engagement, the media, social media and stakeholder bulletins. We will track and influence the development of cultural policy from the European Union, UK government, local government and devolved administrations, and advocate the value of public and private investment in the orchestral sector.
- **Developing** the skills and knowledge of our members' staff, including providing and signposting to high quality professional development opportunities for all tiers of management and musicians and nurturing emerging leaders.

We will apply the same key objectives to our **youth ensemble** membership:

- **Connecting** the youth ensemble membership with each other and with the professional sector, keeping them well-informed and up-to-date with best practice to help build resilience and sustainability.
- **Championing** youth ensembles, raising their profile and influence with key stakeholders and the British public, through political engagement, the media, social media and stakeholder bulletins. We will track and influence the development of cultural policy and advocate the value of support for youth ensembles through local music education bodies and private investment.
- **Developing** the skills and knowledge of those who work for or volunteer their time to support their local youth ensemble.

Delegates tuck into 'pies and beer' at the ABO Conference



# 2016/17: THE YEAR IN HIGHLIGHTS

---

**APRIL:** The Musician as Fundraiser course. Communications, Education, Finance Managers and Opera/Ballet Members meetings. ABO Board meeting. ABO/Music Mark Youth Ensembles event in Birmingham. CITES workshop in Brussels.

**MAY:** Concert & Orchestra, Chamber Orchestras, Fundraising Managers and Scottish Members Meetings. Director chairs session at Classical: Next in Rotterdam. Director and Education & Youth Ensembles Consultant attend British Council Transform Orchestra Leadership conference in Sao Paulo, Brazil.

**JUNE:** Chairs & Trustees Meeting. HR for Non-HR Professionals course. APPG Classical Music meeting. Director attends League of American Orchestras Conference in Baltimore.

**JULY:** Director speaks at Les Jeunesses Musicales conference in Bergamo. Essentials of Fundraising and Introduction to Marketing courses. ABO Board meeting. ABO News sent to key stakeholders. Director speaks at APPG British Council event on future relationship with Europe.

**AUGUST:** Director attends roundtable with Secretary of State for Culture, Media & Sport. Find Your Way cohort meets at 32 Rose Street. Annual Kubb challenge match with IAMA.

**SEPTEMBER:** Director gives evidence at Culture Select Inquiry into Countries of Culture. APPG Classical Music meeting with Matt Hancock MP, Minister of State for Digital and Culture. ABO Board meeting. Live Performance Sector Social Dialogue Committee Meeting in Brussels. ABO gives training to HMRC Creative Industry Unit.

**OCTOBER:** Communications, Concert & Orchestra, Education and Fundraising Managers meetings. Data Summit. Director speaks at CACIN fringe event at Conservative Party Conference and PRS for Music Composers Seminar. Director gives keynote speeches at Alliance of Asia-Pacific Region Orchestras in Tokyo and European Orchestras Forum in Sofia.

**NOVEMBER:** Orchestra Tax Relief training in Manchester and London. Chamber Orchestras. Education & Youth Ensembles Consultant speaks at Music Mark Conference. Introduction to Marketing and Managing Creative People courses. Find Your Way training day. ABO board meeting and AGM. APPG Classical Music meeting. ABO News sent to key stakeholders. Director attends Pearle conference in Zurich.

**DECEMBER:** Essentials of Fundraising course. Find Your Way cohort meeting. Live Performance Sector Social Dialogue Committee Meeting in Brussels including launch of Focal Dystonia guidance. Scottish Members meeting.

**JANUARY:** ABO Conference in Bournemouth. Presentation of ABO Award to Chi-chi Nwanoku MBE and ABO/Rhinegold Awards for Orchestra Manager, Concert Hall Manager and Artist Manager of the Year. Director attends roundtable with Secretary of State for Culture, Media & Sport and MU Orchestra Section Conference.

**FEBRUARY:** ABO Board meeting. Director speaks at SphinxCon in Detroit and attends British Council event on future of UK-EU relations in Berlin. Find Your Way residential course at Snape Maltings.

**MARCH:** Meeting with MU to negotiate ABO/MU Agreement. meeting. ABO News sent to key stakeholders. Family Arts Conference in Bristol. Director chairs Cultural Campaigning Network roundtable with Keir Starmer MP, Shadow Secretary of State for Exiting the EU. ABO/Making Music/Music Mark Youth Ensembles & Partnerships event in Birmingham.



Alan Davey, BBC Radio 3 at the ABO Conference



Royal Northern Sinfonia introduced by Thorben Dittes at the Transform MultiOrchestra Conference

# CONNECTING

---

## ABO Conference

This year's Conference, in association with our Principal Media Partner **Classic FM**, took place from 25-27 January 2017, hosted by the **Bournemouth Symphony Orchestra**.

The Conference theme was Disruption, with a major focus on Diversity and Inclusion. Other topics included learning from sport, new models and new technology. The conference also featured a Trustees Day and one-to-one coaching sessions. Sessions were held in partnership with BBC Radio 3, Classic FM, London Music Masters, IAMA, Arts Marketing Association, BASCA, Orchestras Live, Classical Next, and the British Council.

Speakers included Darren Henley OBE, Chief Executive, Arts Council England; Alan Davey, Controller, BBC Radio 3; Sam Jackson, Managing Editor, Classic FM; Cathy Graham, Director of Music, British Council; Jesse Rosen, President and CEO, League of American Orchestras; Jessica Schmidt, Helaine B. Allen Director of Education and Community Engagement, Boston Symphony Orchestra; Christopher Gruits, Executive and Artistic Director, Annenberg Center for the Performing Arts; Kirill Karabits, Chief Conductor, Bournemouth Symphony Orchestra; Jeff Mostyn, Chairman, AFC Bournemouth; Lucy Kerbel, Director, Tonic; Tunde Ogungbesan, Head of Diversity, Inclusion and Succession, BBC; Abid Hussain, Director, Diversity, Arts Council England; Deborah Williams, Executive Director, Creative Diversity Network; James Jolly, Editor-in-Chief, Gramophone.

The closing session saw a panel debate on Political Disruption, chaired by Graham Sheffield, Director of Arts, British Council and featuring Nick Capaldi, Chief Executive, Arts Council of Wales; Hilary Boulding, Principal, Royal Welsh College of Music & Drama; journalist and broadcaster Bidisha; and David Warburton MP. The afternoon closed with a summing-up from consultant Beverley Mason on the Diversity strand of the conference, before an invitation to delegates to attend the 2018 Conference in Cardiff.

Our hosts the Bournemouth Symphony Orchestra presented a concert which was broadcast live on BBC Radio 3.

Sponsors of the conference included Rhinegold Publishing, British Association of Concert Halls, Incorporated Society of Musicians, the British Council and BBC Radio 3, and we are grateful to the Musicians' Union for providing financial support for attendance by musicians.

Headline numbers for the conference are that in 3 days we:

- put on 24 different sessions
- with 65 speakers / panellists
- to 330 total unique delegates
- seated 200 at the awards dinner
- and sold 120 tickets for the BSO concert

## Specialist Managers Meetings

Specialist Managers Meetings continued to form the backbone of the ABO's events programme. Meetings for Chairs and Trustees, Chamber Orchestras, Concert & Orchestra, Communications, Education, Fundraising, Finance, Marketing and Opera & Ballet Managers, along with Scottish members took place during the year, with 412 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 Managers Meetings provide opportunities for colleagues from different organisations to meet and discuss subjects of mutual interest and benefit from the latest developments in their 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 & Health South West; Arts Council England; BAPAM; BBC; Bromley Youth Music Trust; Cause4; Citigroup; City & Cambridge Consultancy; Clore Leadership Programme; Creative Industries Federation; Harbottle & Lewis; Hill Integrated Community Stroke Service; HMRC, Institute of Fundraising; ITC; JTI; Lister Community School Newham; The Ticketing Institute; Music Mark; Musicians' Union; Orchestras Live; PRS for Music Foundation; Riotsquad; Silver Sea; SOLT/UK Theatre; The Audience Agency;

Town Hall Symphony Hall Birmingham; Trinity Laban Conservatoire of Music and Dance; Turner Sims, Southampton; University of Sussex; and VLT Legal.

We are hugely grateful to the following, who donated their time to chair their respective Specialist Managers group:

- Chairs & Trustees – Nicky Oppenheimer, The English Concert
- Chamber Orchestras – Andrew Burke, London Sinfonietta
- Communications Managers – Esme James, Bournemouth Symphony Orchestra
- Concert & Orchestra Managers – Phil Boughton, Opera North and Andrew Connolly, BBC Concert Orchestra
- Digital Managers – Jo Johnson, London Symphony Orchestra
- Education Managers – Steve Pickett, Hallé Orchestra and Peter Helps, Sinfonia Viva
- Finance Managers – Ivan Rockey, Orchestra of the Age of Enlightenment and Carol Main, Live Music Now Scotland
- Fundraising Managers – Nick Jackman, London Philharmonic Orchestra and Matthew Swann, City of London Sinfonia
- Marketing Managers – Jane Donald, Royal Scottish National Orchestra
- Opera & Ballet - Peter Harrap, Welsh National Opera
- Scottish Members – Gavin Reid, BBC Scottish Symphony Orchestra and Roy McEwan, Scottish Chamber Orchestra
- Welsh Members – Sophie Lewis, Sinfonia Cymru

## Website, Social Media and Update

The ABO's website continued to be an invaluable source of communication and information for members and the general public. Figures show that there were 92,484 visits from 33,036 unique visitors generating over 190,609 page views. These are an excellent measurement of how valuable the website has become in communicating its message to members and the wider world.

The ABO has continued to "tweet" relevant news via Twitter to 6500 followers and the hashtag for the ABO Conference was widely used by delegates as well as observers away from the conference.

The ABO continued to distribute its much-valued monthly e-bulletin to members.

ABO Award and Rhinegold Award winners at the ABO Conference with Classic FM presenter Anne-Marie Minhall





# CHAMPIONING

---

The ABO team met regularly during the year with representatives from the government and funding agencies, and holds regular meetings with the UK's arts associations and entertainment unions to discuss common strategy on arts policy and funding.

Following the ABO's successful submission to the Treasury's consultation on theatre tax relief, direct meetings were held during the year with officials at HM Treasury and HMRC in preparation for Orchestra Tax Relief receiving Royal Assent in September 2016.

Our e-bulletin, ABO News, with news and information on the activity of ABO members, was sent to key stakeholders at regular points during the year.

## ABO/MU Casual Concert/Freelance Orchestral Agreement

The ABO continued to meet regularly with the MU through its working party comprised of Mark Pemberton of the ABO, John Harte of Aurora Orchestra, Elaine Baines of City of London Sinfonia, Timothy Walker of the London Philharmonic Orchestra, James Williams of the Philharmonia, and Peter Helps of Sinfonia Viva, ensuring that an agreement was in place for 2016/17.

## All-Party Parliamentary Classical Music Group

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, and advised parliamentarians during year on various issues.

Meetings took place in June with Gillian Moore, Director of Music, Southbank Centre, Stephen Maddock, Chief Executive, City of Birmingham Symphony Orchestra, and Tim Walker, Chief Executive London Philharmonic Orchestra, in September with Matt Hancock MP, Minister for Digital and Culture, and in November with Cressida Pollock, Chief Executive and Carys Williams, Director of Music Administration at ENO.

## Awards

The **ABO Award** was presented during the ABO conference dinner to **Chi-chi Nwanoku MBE**, founder and Artistic Director of the Chineke! Foundation. **ABO Special Awards** were also presented to **Roy McEwan OBE**, former Chief Executive, Scottish Chamber Orchestra and **David Whelton OBE**, former Managing Director, Philharmonia Orchestra.



Rhinegold Award winners with Classic FM presenter Anne-Marie Minhall



ABO Special Award winner David Whelton OBE with Classic FM presenter Anne-Marie Minhall and ABO chair Kathryn McDowell CBE

ABO Special Award winner Roy McEwan OBE with Classic FM presenter Anne-Marie Minhall and ABO chair Kathryn McDowell CBE



ABO Award winner Chi-chi Nwanoku OBE with Classic FM presenter Anne-Marie Minhall and ABO chair Kathryn McDowell CBE



**ABO/Rhinegold Awards** were presented by Anne-Marie Minhall, Classic FM presenter, to **Bob Riley**, Chief Executive, Manchester Camerata (Orchestra Manager of the Year), **Neil Bennison**, Music Programme Manager, Royal Concert Hall Nottingham (Concert Hall Manager of the Year) and **Kathryn Enticott**, Director, Enticott Music Management (Artist Manager of the Year).

The **ABO/RPS Salomon Award** was presented to **Lennox McKenzie MBE**, sub-leader and former chairman of the London Symphony Orchestra at the Barbican Hall in April 2017.

## National Music Council

The ABO is a member of the National Music Council, which exists to promote the interests of the music sector. The NMC was re-launched as Music Network UK in July 2016. The Director was re-elected as the NMC's Chairman in December 2016.

Lennox Mackenzie MBE being congratulated by his fellow musicians on receiving the RPS-ABO Salomon Prize - credit Tristram Kent



## Pearle\* and International Engagement

The ABO and its members benefit hugely from membership of Pearle\* (Live Performance Europe), the European league of performing arts associations, which helps the ABO keep track of and influence legislative and regulatory developments within the EU and which holds twice-yearly conferences of its members. The Director attended its conference in Zurich in November. He also attended meetings of the Live Performance Sector Social Dialogue Committee in Brussels, which bring together employers' associations and trade unions from across the EU.

The ABO also benefits from attending international conferences and engaging with colleagues abroad, through forging connections with arts leaders, orchestras and orchestral associations in other countries, and sharing and disseminating best practice to our respective memberships. These included Classical Next in Rotterdam in May, where the Director co-chaired two sessions for orchestral delegates; the League of American Orchestras in Baltimore in June, the theme of which, "The Richness of Difference", helped inform the Diversity strand of the ABO Conference; the Alliance of Asia-Pacific Region Orchestras in Tokyo in October, where the Director gave a keynote speech on orchestras in Olympic cities; and SphinxCon in Detroit in February, where the Director took part in a Classical Next panel on work opportunities for orchestral musicians in Europe while learning more about this important and relevant initiative for promoting opportunities for Black and Latino musicians.

The Director and Education & Youth Ensembles Consultant attended the third MultiOrchestra Conference of Brazilian orchestras, held in Sao Paulo in May, as part of the UK-Brazil Transform Orchestra Leadership programme funded by the British Council and Arts Council England. The Education & Youth Ensembles Consultant presented on 'Partnerships' at the 'Tomorrow's Leaders and Today's Leaders' conference which preceded the main Conference. The ABO and British Council organised a delegation of ABO members from the City of Birmingham Symphony Orchestra, Dunedin Consort, London Symphony Orchestra, Southbank Centre and Ulster Orchestra, and the conference featured a concert by musicians of the Royal Northern Sinfonia.

## Visas for Visiting Artists

The ABO continues to advise its members on and monitor the implementation of the Points Based System for Migrant Workers.

Royal Northern Sinfonia at the Transform MultiOrchestra Conference



Catherine Arlidge MBE in action at the Transform MultiOrchestra Conference



# DEVELOPING

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 advice for the benefit of its members, and we are grateful for the pro-bono advice on VAT provided by Graham Elliott and tax advice from Smith & Williamson.

## Family Arts Campaign



The ABO is an active partner in the Family Arts Campaign, and its Project Board is chaired by ABO board member Michael Eakin of the Royal Liverpool Philharmonic.

Following a further year of funding granted for 2017/18 by Arts Council England, the Campaign has enjoyed another successful year. Over 800 organisations, including ABO members, participated in October's Get Creative Family Arts Festival in association with the BBC's Get Creative initiative, reaching in excess of 500,000 family members. Over 500 organisations are now signed up to the Family Arts Standards, and 23 local Family

Arts Networks across the UK continue to work collaboratively, supported by the Campaign. Over 300 arts professionals attended the Family Arts Conference in Bristol in March, and 10 awards were granted at the annual Family Arts Festival awards ceremony. Strong numbers also continue to access Family Arts online resources and screencasts.

The Campaign has expanded its remit to increase attendance and improve experience of older generations attending arts events and work has begun on formulation of a set of Age-Friendly Standards. Sharing of good practice will continue through annual Family Arts Network events along with the addition of two Celebrating Age sharing seminars. A new listings website and marketing and press campaign will launch this summer, replacing the annual Family Arts Festival with a year-round offer to families.

Future plans include strategic touring of international family work to venues across the UK, with a bid to ACE to be submitted this summer, as well as development and dissemination of the Age-Friendly Standards. An application for NPO status has been submitted to ACE, with results due at the end of June.

## Professional Development

The ABO continued to work with UK Theatre on combined courses for their respective memberships. There were 185 attendees for our range of training courses, with attendees very positive about the content and insight gained. Courses were provided during the year in Finance, Fundraising, Marketing and Managing Creative People while ABO members also attended a range of UK Theatre courses. The ABO also introduced a new course, HR for Non-HR Managers, and ran a series of training sessions on the implementation of Orchestra Tax Relief in Autumn 2016.

## Leadership Programme: Find Your Way

The pilot programme finished with a final group meeting in August 2016 with John Summers, Hallé and the Director. Over the summer the ABO put out an open call for applications to the 2016/17 programme and selected 6 participants. The programme in 2016/17 was jointly run by Richard Wigley, Wigley Arts Management and leadership trainer, Andy Beaumont, to help Richard Wigley to allocate his time alongside his CEO role at Ulster Orchestra. Richard and the Education and Youth Ensembles Consultant matched them with mentors. The full list of participants and their mentors is:

Participant	Mentor
Anthony Brice, Academy of Ancient Music	Simon Webb, BBC Philharmonic
Jenny Chadwick, Academy of St Martin in the Fields	Michael Eakin, Royal Liverpool Philharmonic
Matt Downes, Welsh National Opera	Gavin Reid, Scottish Chamber Orchestra
Jeongmin Kim, London Philharmonic Orchestra	James Williams, Royal Philharmonic Orchestra
James Thomas, Sinfonia Cymru	Timothy Walker, London Philharmonic Orchestra
Alex Walden, BBC Concert Orchestra	Stephen Maddock, City of Birmingham Symphony Orchestra

ABO Conference dinner in the Bournemouth Pavilion



The 2016 group's first meeting took place in November, led by Richard Wigley and Andy Beaumont. A second meeting took place in December, when the group met with Simon Webb, BBC Philharmonic and Gillian Moore, Southbank Centre, and to prepare their ABO Conference session. Richard held one-to-one meetings with the participants in late November/early December. The cohort ran a session at the ABO Conference in January, using the 'Disruption' theme. They looked at concert formats from the audience perspective, and the need for orchestras to consider formats, and work with a variety of different audiences.

New to the programme in 2016/17 was the addition of a residential course which took place at Snape Maltings, 17 to 19 February inclusive. Led by Richard Wigley and Andy Beaumont, it included the participation of Roger Wright, Sarah Gee (Marketing and Fundraising), Anna Rowe (Finance), the Director, Claire Wrathall (writer and editor) and the Education and Youth Ensembles Consultant. The course was opened to six additional participants, with a selection process. Two of the six places were made available to non-UK orchestras through \*Pearle, to address the absence of the European professional development programme, FLOE, which we had hoped would be funded by Creative Europe. The additional 6 participants were:

- Michelle Baird, Ulster Orchestra
- Neil Bennison, Theatre Royal + Royal Concert Hall, Nottingham
- Bill Chandler, Royal Scottish National Orchestra
- Kristian Knudsen, Aarhus Symphony Orchestra
- Richard Meads, English National Opera
- Alice Nissim, Orchestra d'Ile-de-France

The first half of the course included coaching, subject specific information on finance, marketing, fundraising and artistic planning; the second half included a presentation to a Board, and coaching on giving feedback and mentoring.

## Healthy Orchestra

The ABO maintained its Healthy Orchestra programme. The ABO is a partner in Conservatoires UK's Musical Impact project, which over four years will work to enhance the health and wellbeing of musicians studying and working in Britain.

# EDUCATION & YOUTH ENSEMBLES

---

Over the year the ABO worked hard to ensure that orchestras were kept up to date on developments in music education, including Music Education Hubs, safeguarding, child performance licensing, diversity and inclusion, and Government consultations.

The ABO worked with the Music Education Council (MEC), Music for Youth and Music Mark to pressurise the Department for Education to effect changes in the law on Child Performance Licensing. The ABO continued to support the #baccforthefuture campaign. The Education & Youth Ensembles attended a seminar at the House of Commons held in advance of the Westminster debate on the EBacc.

The bi-annual Specialist Manager Meetings of education managers continue to enable members to share their work, including guest speakers who represent participants in orchestral education projects, or those who work with the participants such as teachers.

In April 2016 the morning's agenda included ABO updates on youth ensembles, child performance licensing, EBacc, Music Education Council, the National College for the Creative and Cultural Industries, with brief updates from Sarah Derbyshire, Orchestras Live and Ellara Wakely, BBC, on Ten Pieces Year Two. The afternoon focus was on work in Secondary Schools with guests: Amy Haynes, Director of Music and Drama, Lister Community School, Newham; Ian Rowe, Principal, Bromley Youth Music Trust; Jem Shuttleworth, Chief Executive, Music Mark; and John Kelleher, Content Editor and 'Peer to Peer' Network Manager, Music Mark.

In October 2016 the morning featured updates on Child Performance Licensing, Safeguarding, Music Education Council, EBacc, Youth Ensembles, and the Family Arts Campaign, BBC Ten Pieces, year 2 and BBC Music Day, 5 June 2016. Professor Ed Hughes, Head of Music, University of Sussex joined the meeting to talk about a Sussex University Arts and Humanities Research Council-funded research project, 'Networking Technologies and the experience of Ensemble Music Making': [www.netem.org.uk](http://www.netem.org.uk) Ed Hughes had brought iPads to demonstrate the software and invited orchestras who were interested in working with him to develop the software to contact him. The afternoon focus was on Music & Health with three presentations by: (i) Kirsteen Davidson Kelly, SCO Connect Director, on SCO's 'Reconnect': a programme of interactive, creative music workshops for people living with dementia; (ii) Lisa Rodio, Community and Education Coordinator, Royal Philharmonic Orchestra, Clare Nicolson, Advanced Practitioner – Occupational Therapy, and Michelle Watson, Clinical Psychologist, Hull Integrated Community Stroke Service on 'Strokestra: driving rehabilitation work with creative music-making; and (iii) Lisa Tregale, Head of Participation, Bournemouth Symphony Orchestra and Alex Coulter, Director, Arts and Health South West, on 'Music for a While': Dementia and the Arts.

## Youth Ensembles

The ABO's offer to its youth ensemble membership included opportunities to meet during the Annual Conference and a tailored E-Bulletin.

The ABO held a final event of the Professional Partnerships Project, funded by Youth Music, in collaboration with Music Mark in Birmingham in April 2016, chaired by Carol Main, Director of Live Music Now Scotland and ABO Board member. The event was a sell-out with 56 people in attendance, and according to feedback on the day, and the evaluation forms, it was a very successful day. There were 5 'inspirational moments' during the day which demonstrated a range of approaches and models of partnership working in the youth orchestras sector. Matt Griffiths, CEO, Youth Music facilitated the afternoon session, which aimed to define what membership services were most needed by those present and could be offered either by ABO and/or Music Mark.

During the year, the ABO met with Music Mark and Making Music, and agreed to work together, defining the range of different benefits offered to each of their memberships. In March 2017, a second seminar held in Birmingham, entitled 'Youth Ensembles & Partnerships' was co-presented by the ABO, Music Mark and Making Music. The purpose was to join up the dots between the three organisations putting the young musicians at the heart of our discussions, and enabling people to network and discuss issues directly related to youth ensembles, professional orchestras and amateur groups. The inspirational moments featured examples of partnership working, as well as the role of the conductor, and CBSO musicians' work with young musicians.

The Education & Youth Ensembles Consultant coordinated a meeting of the managers of the national youth orchestras hosted at the offices of the National Youth Orchestras of Scotland, Glasgow. Joan Gibson was due to retire as Chief

Executive of National Youth Orchestras of Scotland and the group welcomed her successor, Nicholas Zekulin, for part of the meeting. Those present included: National Children's Orchestra of Great Britain, National Youth Orchestra of Great Britain, National Youth Orchestras of Scotland, National Youth Orchestra of Wales, Ulster Youth Orchestra, and National Youth Orchestra of Ireland.

During the year the Education & Youth Ensembles Consultant attended the following seminars on behalf of the ABO:

- Global Symposium on Diversity and Inclusion in Classical Music, organised by the Sphinx Organisation
- MEC cross-industry meeting hosted by UK Music about Future Skills
- Orchestras Live's Conference on Diversity, 'Orchestras for Everyone?'
- Music Education Council's annual seminar, 'Quality and Progression for All'

She attended meetings on behalf of the ABO with Action for Children's Arts, Grand Union Orchestra, London Music Masters, Music Mark, Youth Music, the National Network for Child Employment and Entertainment (NNCEE), OpenUp Music, Sound Connections, and the V&A Innovative Leadership Programme. She continued to represent the ABO on the BBC's Ten Pieces Stakeholder Group and Sound Connections' Advisory Group.

## FINANCE

---

The ABO incurred a deficit for the year ended 31 March 2017 of £11,907. This resulted in the reserves decreasing to £167,829.

The ABO Trust was a beneficiary of a legacy from the estate of Mrs Elizabeth Ashton Edwards in 2010. The trustees have agreed to make a grant to the ABO towards the costs of its education & youth ensembles and Find Your Way programmes. The ABO Trust received a donation of £200,000 in 2016 from Diana Ambache to support the costs of the Sirens fund, to encourage the programming of works by historical women composers for a 10 year period, and a grant of £10,000 from the Foyle Foundation in 2015 to support the ABO's costs in developing a database of works commissioned in the previous 25 years, prior to the launch of the PRS Foundation's Resonate programme in 2016.

## MEMBERSHIP

---

This year saw a number of new members: Dunedin Consort as Full Members; Australian Chamber Orchestra, Singapore Symphony Orchestra, Project Instrumental, Chineke Foundation and The Paraorchestra & Friends as Associate Members; Music for Youth as Affiliate Members; East Riding Youth Orchestra as Youth Ensemble Members; and Thistle Music as a Sole Trader member. A full membership list is included in this Annual Review.

## GOVERNANCE

---

The Board met five times during the year, ensuring scrutiny of the Association's activities and finances.

There was one change to the board, with the election of Fraser Anderson, Chief Executive of the Scottish Ensemble, following the retirement of Roy McEwan OBE.

The ABO is very grateful to Laurie Watt, Senior Partner at Charles Russell Speechlys, for his support as the Association's Honorary Solicitor, particularly for the use of meeting space.

# STAFF

---

Mark Pemberton continued to serve as Director and Jenny Lomas as Finance & Events Manager. Dawn Day served as Projects Manager from February 2016 to February 2017, after which a re-organisation of the team saw Jenny Lomas promoted to Membership & Operations Manager from February 2017. Emma Nevell joined as Office & Events Administrator in March 2017.

The staff were supported by Fiona Harvey, Education & Youth Ensembles Consultant; Stewart Powell, Finance Manager at SOLT/UK Theatre; and Claire Willis of ElevenTenths PR.

The ABO has been committed for many years to providing meaningful internships for those seeking work experience at the start of their careers. Milly March joined the paid intern programme from April to July 2016 and went on to employment at Britten Sinfonia. Olivia Grant joined from October 2016 to February 2017 and went on to employment at Hazard Chase. The ABO ceased its internship programme in April 2017.



# ABO MEMBERSHIP 2016/17

## FULL MEMBERS

Academy of Ancient Music  
 Academy of St Martin in the Fields  
 Aurora Orchestra  
 Bath Philharmonia  
 BBC Concert Orchestra  
 BBC National Orchestra of Wales  
 BBC Philharmonic Orchestra  
 BBC Scottish Symphony Orchestra  
 BBC Symphony Orchestra  
 Birmingham Contemporary Music Group  
 Bournemouth Symphony Orchestra  
 Brighton Philharmonic Orchestra  
 Britten Sinfonia  
 City of Birmingham Symphony Orchestra  
 City of London Sinfonia  
 Classical Opera  
 Dunedin Consort  
 English Baroque Soloists  
 Gabrieli Consort & Players  
 The Hallé  
 London Chamber Orchestra  
 London Contemporary Orchestra  
 London Handel Orchestra  
 London Mozart Players  
 London Philharmonic Orchestra  
 London Sinfonietta  
 London Symphony Orchestra  
 Manchester Camerata  
 Monteverdi Choir and Orchestra  
 National Symphony Orchestra  
 Northern Chamber Orchestra  
 Orchestra of the Age of Enlightenment

Orchestra of the Swan  
 Orchestre Révolutionnaire et Romantique  
 Oxford Philharmonic Orchestra  
 Philharmonia Orchestra  
 Red Note Ensemble  
 Royal Liverpool Philharmonic  
 Royal Philharmonic Concert Orchestra  
 Royal Philharmonic Orchestra  
 Royal Scottish National Orchestra  
 Scottish Chamber Orchestra  
 Scottish Ensemble  
 Sinfonia Cymru  
 Sinfonia Verdi  
 Sinfonia Viva  
 Southbank Sinfonia  
 The English Concert  
 Sage Gateshead (Royal Northern Sinfonia)  
 The Sixteen  
 Ulster Orchestra  
 Welsh Sinfonia

### **Opera/Ballet Orchestras**

Orchestra of English National Ballet  
 Orchestra of English National Opera  
 Glyndebourne on Tour Orchestra  
 Northern Ballet Theatre Orchestra  
 Orchestra of Opera North  
 Royal Ballet Sinfonia (Birmingham Royal Ballet)  
 Orchestra of the Royal Opera House  
 Orchestra of Scottish Ballet  
 Orchestra of Scottish Opera  
 Orchestra of the Welsh National Opera

## ASSOCIATE MEMBERS

Aldeburgh Music (Britten-Pears Orchestra)  
 Australian Chamber Orchestra  
 Birmingham Conservatoire  
 Chamber Orchestra of Europe  
 Chineke Foundation  
 European Union Youth Orchestra  
 Guildhall School of Music and Drama  
 Making Music  
 National Children's Orchestras of Great Britain  
 National Youth Orchestra of Great Britain  
 National Youth Orchestras of Scotland

Project Instrumental  
 Royal Academy of Music  
 Royal College of Music  
 Royal Conservatoire of Scotland  
 Royal Northern College of Music  
 Royal Welsh College of Music and Drama  
 RTÉ Symphony Orchestra  
 Singapore Symphony Orchestra  
 The Paraorchestra and Friends  
 Trinity Laban Conservatoire of Music and Dance  
 University of Birmingham Music Department

## YOUTH ENSEMBLES

Bristol Plays Music  
Chetham's School of Music  
Congleton Youth Orchestra  
Denstone College  
Devon Music Service  
East Dunbartonshire Music Service  
East Riding Youth Orchestra  
Hallé Youth Orchestra  
Irish Association of Youth Orchestras  
Kingston Upon Hull Music Service

National Youth Strings Orchestra  
Nottingham Youth Orchestra  
Severn Arts (formerly Worcestershire Youth Music)  
Stoneleigh Youth Orchestra  
Thames Youth Orchestra  
The Szilvay Foundation & Colourstrings  
Trinity College Junior Dept Symphony Orchestra  
Wells Cathedral School  
Westmoreland Youth Orchestra  
Yorkshire Young Sinfonia

## AFFILIATE MEMBERS

Arts Council England, and nine regional offices  
Associated Board of the Royal Schools of Music  
Barbican Centre  
BBC Proms  
BBC Radio 3  
Bristol Music Trust  
British Council  
Cadogan Hall  
Cheltenham Music Festival  
Classic FM  
Help Musicians UK  
Incorporated Society of Musicians  
Live Music Now Scotland  
Music Mark

Music for Youth  
Opera & Music Theatre Forum  
Orchestras Live  
Royal Albert Hall  
Royal Concert Hall, Nottingham  
Saffron Hall  
Serious  
Southbank Centre  
Spitalfields Festival  
St David's Hall  
St John's Smith Square  
Three Choirs Festival  
Town Hall & Symphony Hall, Birmingham  
Wigmore Hall

## CORPORATE MEMBERS

Amadeus Performing Equipment  
AOR Management  
Art Axis Music Ltd  
Arts Marketing Association  
Askonas Holt Ltd  
BASCA  
China Symphony Development Foundation  
Finch Insurance Brokers  
Harrison Parrott  
IMG Artists  
Intermusica Artists' Management Ltd  
International Artist Managers' Association  
International Classical Artists  
La Playa  
Latitude 45 Arts Promotions Inc.

League of American Orchestras  
Macbeth Media Relations  
Maestro Tour Management  
Morgensterns  
Orchestras Canada  
Oxford University Press  
Schiedmayer Celesta GmbH  
Smith & Williamson  
Sound Sense  
Sound Space Design  
Specialised Travel Ltd  
Symphony Services International  
The Tutor Pages  
Young Classical Artists Trust  
2434.com

## SOLE TRADER MEMBERS

Alexa Butterworth (Thistle Music)  
ElevenTenths PR  
Marion Friend MBE

Sally Rogers Arts Management  
Trudy Wright  
VLT Legal

## HONORARY MEMBERS BY INVITATION OF THE ABO BOARD

Andrew Bennett  
Simon Crookall  
Trevor Ford  
Sir Clive Gillinson  
Michael Henson  
Antony Lewis-Crosby

Roy McEwan OBE  
Ian Maclay  
Edward Smith  
Malcolm Warne Holland  
Laurie Watt  
David Whelton OBE

## ABO BOARD

Fraser Anderson	Chief Executive	Scottish Ensemble
Catherine Arlidge MBE	Sub-Principal Second Violin	City of Birmingham Symphony Orchestra
Andrew Connolly	General Manager	BBC Concert Orchestra
Michael Eakin	Chief Executive	Royal Liverpool Philharmonic
Peter Helps	Chief Executive	Sinfonia Viva
Sophie Lewis	Chief Executive	Sinfonia Cymru
Ginny Macbeth	Director	Macbeth Media Relations
Carol Main MBE	Director	Live Music Now Scotland
Kathryn McDowell CBE (Chair)	Managing Director	London Symphony Orchestra
Louise Mitchell	Chief Executive	Bristol Music Trust
John Summers	Chief Executive	Hallé Concerts Society
Matthew Swann	Chief Executive	City of London Sinfonia

## ABO STAFF

Mark Pemberton	Director
Jenny Lomas	Membership & Operations Manager
Emma Nevell	Office & Events Administrator
Fiona Harvey	Education & Youth Ensembles Consultant



**Association of British Orchestras**

32 Rose Street

London

WC2E 9ET

020 7557 6770 / [info@abo.org.uk](mailto:info@abo.org.uk) / [www.abo.org.uk](http://www.abo.org.uk)