

ABO

ASSOCIATION OF BRITISH ORCHESTRAS

BELFAST

23–25 January 2019

CROSS BORDER



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ABO CONFERENCE WELCOME

On behalf of my colleagues on the Board of Directors and the Management Team of the Association of British Orchestras, I am delighted to welcome you to Belfast for our annual conference.

Our theme this week is Cross Border. Never can a conference theme have been more apt and closely matched to its time, nor a host city better placed to encourage, inspire, challenge and inform our discussions than Belfast in 2019. Our sincere thanks go to our hosts Richard Wigley and his colleagues at the Ulster Orchestra for the commitment, creativity and enthusiasm that they have shown in helping to shape and deliver what may well turn out to be one of the most important gatherings of the orchestral sector for many years.

We look forward enormously to the Ulster Orchestra's concert on Thursday, with Music Director Rafael Payare. The Ulster Orchestra is an exemplar of crossing borders. Not just in relation to their immediate close neighbour, the Republic of Ireland, but also because of their participation in the Creative Europe programme EO Lab II – a unique and highly collaborative network of seven orchestras from six European countries working closely together to research and develop innovative ways of reaching new audiences.

Joining them on Thursday for a very special performance of Shostakovich's mighty Fourth Symphony will be musicians not only from ABO member orchestras, but also musicians from the Barcelona Symphony Orchestra, Czech Philharmonic Orchestra and The Netherlands Symphony Orchestra, all partners in the Creative Europe programme. Demonstrating the remarkable power of shared music-making, it promises to be a memorable evening.

The Czech Philharmonic in particular have developed a unique partnership with the Čavorenge children's choir and we are thrilled that they will perform for us in our opening session on Wednesday afternoon.

The ABO is delighted once again to present its annual conference with the support of several key partners, all of whom make a very significant contribution. Our heartfelt thanks go to Classic FM for their longstanding and highly-valued principal media partnership and to Classical Music magazine, newly acquired by the Mark Allen Group, who will once again help us celebrate the very best in artist, venue and orchestral management.

BBC Radio 3 continues to play a central role, not only by broadcasting Thursday's concert, but also by supporting the post-conference reception with colleagues from BBC Northern Ireland.

The Incorporated Society of Musicians are generously supporting our Pre-Concert Reception on Thursday evening, and look out for a very special announcement during the week of a significant new partnership with Help Musicians UK.

Finally, but very importantly, our grateful thanks to Arts Council of Northern Ireland for their outstanding financial support.

As we gather to consider, debate and navigate our way through some of the most serious issues to face our sector in many years, let's also take time to celebrate the creativity, resilience, resourcefulness and sheer brilliance of orchestras and their management teams the world over.

My thanks as ever to the ABO Board, Mark Pemberton and his colleagues, all our speakers, contributors and partners and to you our delegates, for being here and making our annual conference such a special and vital event.

Welcome to Belfast!

Gavin Reid
Chair, ABO



DIRECTOR'S MESSAGE

These are challenging times for our industry. With an increasingly disruptive Brexit looming, Noise at Work back at the forefront of our agenda, and rumours of a further spending freeze in the impending Comprehensive Spending Review, our members are having to navigate ever choppier waters.

So it is time to synthesise our last two conference themes of Disruption and Collaboration, take stock of where we are now, and set an agenda for reach, relevance and reinvention.

And to do so, we have to cross borders. We have to overcome both the barriers to our artform and the internal boundaries that impede progress to a collaborative workforce. And we have to ensure we can continue to recruit talent and tour into Europe after Brexit.

None of the home nations encapsulates the challenges of Brexit more than Northern Ireland. And we had no idea when we selected Belfast as our host city just what a relevant location it would be.

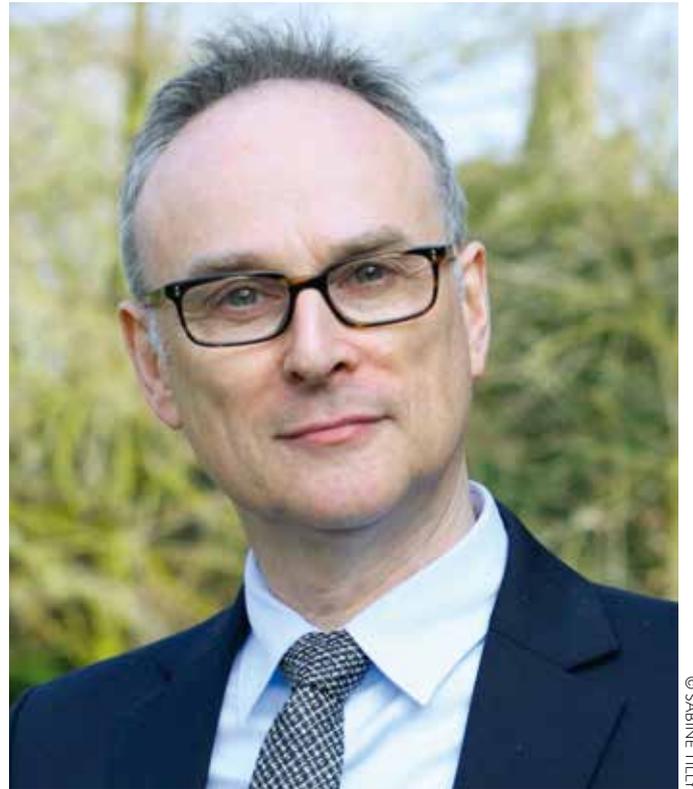
It is 20 years since the conference was last held in Belfast. Back then, new technology was in its infancy, social media didn't exist, and the CD reigned supreme. The Good Friday Agreement had brought peace, and the newly-built Waterfront Hall was a symbol of regeneration for the coming decade. Our cover image, the Beacon of Hope (known colloquially as *Nuala with the Hula*), erected in 2007, was a further symbol of the city's renewal from its dark times.

We are delighted to return to the city, once again to be hosted by the Ulster Orchestra, and to welcome delegates to the Waterfront Hall and its newly-opened conference facilities.

With a host of sessions and workshops, music and socialising, there is as ever more than enough to keep us occupied through to Friday afternoon, where we will hear from our keynote speaker Sir Roger Scruton, hear more about our exciting new partnership with Help Musicians UK, and look ahead to Manchester 2020.

Finally, throughout the conference classical music blogger and digital producer Jon Jacob will be producing a daily ABO podcast with contributors, speakers, and delegates, providing a catch-up on some of the events you may have missed, and exploring some of the issues that have emerged. The podcast will be made available on the ABO website and our social media channels.

Mark Pemberton
Director, ABO



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WELCOME TO BELFAST

A MESSAGE FROM OUR HOSTS

It is with great pleasure that I welcome you all to the great city of Belfast, a city re-invigorated and brimming with a new-found confidence. There is a youthful energy about the place which you must get out and see for yourself. A quick walk down to the Titanic Quarter will give you a flavour of the longer history of Belfast, once at the peak of the maritime world, and now on top of the film and TV industry. Not to be missed is the outdoor set of Game of Thrones and the big hole in the ground that supported the Titanic for its fitout (not to mention a decent coffee in its pumphouse).

The surrounding hills can give you the famous overview of the city, like a 'radio with its back taken off', if you head up to Cave Hill for a brisk walk between sessions.

The Conference itself is full of brilliant moments, from the opening welcome from Čavorenge, a choir of Roma children who have a strong association with the Czech Philharmonic and EOLab II project, to Shostakovich Symphony no 4, featuring musicians from orchestras across the UK and Europe; truly cross-border opportunities. Mark has secured Sir Roger Scruton for us all to hear and agree/disagree with; this final session will be nothing if not punchy. These events provide a strong framework for a Conference focusing on the most important issue of our time.

We are delighted to be able to share with you the relationship that Rafael Payare, our Music Director, and the Ulster Orchestra have built together these last five years. Rafael joined the Orchestra when it was at the beginning of major change in its relationship with the people of Northern Ireland. As an alumnus of El Sistema he is well placed to be part of new thinking, more of which you can hear about at the EOLab II session on Friday morning, presented by Jonathan Simmance, a member of the viola section who is also our Animateur. His work, and that of playing colleagues, in Derry~Londonderry is exceptional and well worth your time.

Also on the Friday morning you can experience the Fresh Thinking session of this year's *Find Your Way* cohort. They are well capable of matching the session presented in Cardiff and I look forward to being fully challenged by them. Our friends at Help Musicians UK are giving an important session on wellbeing for musicians. The heady combination of Ulster Orchestra, EOLab II, *Find Your Way* and Help Musicians UK embodies all the commitments I have personally, and I am proud to be associated with them.

Along the way there are other multiple sessions that will test your ability to choose wisely. Enjoy the challenge! And have a wonderful time in a city that will surprise you and will give you the warmth of welcome that will make you want to return.

Richard Wigley

Managing Director, Ulster Orchestra



AT A GLANCE SCHEDULE

WEDNESDAY 23 JANUARY – ICC BELFAST	
12:30	Registration opens and Welcome Lunch
THE STUDIO	
14:00	OFFICIAL OPENING
15:30	Tea / Coffee Networking Break
16:00-17:15	OPENING PLENARY: CITY LIMITS
18:45&19:00	Coaches to Titanic Belfast from Maldron Hotel
19:00	Pre-Dinner Reception: Titanic Belfast
20:00	CONFERENCE DINNER AND AWARDS: Titanic Belfast

THURSDAY 24 JANUARY – ICC BELFAST				
08:30	Registration Opens			
09:30	ROOM 1			
	PROVOCATIONS			
10:15	ROOM 1	ROOM 2A	ROOM 2B	BOARDROOM 1
	Cross Border: The Brexit Challenge	Cross Border: Equity, Diversity, Inclusion	Cross Border: Design an Orchestra!	
11:30	Tea / Coffee Networking Break			
12:00	Cross Border: New Music, New Formats, New Audiences	Cross Border: The Irish Scene	Cross Border: Digital Scores	
13:15	Lunch Break			
	ROOM 1	ROOM 2A	ROOM 2B	
14:15	Cross Border: Changemakers	Cross Border: Cities of Culture	Cross Border: Classical Streaming	
15:30	Tea / Coffee Networking Break			
16:00	Cross Border: Video Streaming	Cross Border: Youth Orchestras	Cross Border: Commissioning	Workshop: Musical Inclusion
18:30	Pre-Concert Reception: Bar 2, ICC BELFAST			
19:45	ULSTER ORCHESTRA CONCERT: Waterfront Hall			
22:00	Post-Concert Reception: Bar 2, ICC BELFAST			

FRIDAY 25 JANUARY – ICC BELFAST				
08:30	BREAKFAST WITH ORCHESTRAS LIVE, MALDRON HOTEL			
09:00	Registration Opens			
	ROOM 1	ROOM 2A	ROOM 2B	BOARDROOM 1
10:00	Cross Border: Musicians as Educators	Cross Border: Freeing The Elephants In The Room	Cross Border: Career Longevity In Orchestras	Workshop: Blue Ocean Strategy
11:15	Tea / Coffee Networking Break			
11:45	Cross Border: The Conductor	Cross Border: Musicians without Borders	Cross Border: The European Orchestral Laboratory	Workshop: Help Musicians UK
13:00	Lunch Break			
	ROOM 2			
14:00	CLOSING SESSION			
15:30	Conference ends			

2019 CONFERENCE SCHEDULE

WEDNESDAY 23 JANUARY

-
- 12:30** **REGISTRATION AND LUNCH** (including first time delegates)
ICC BELFAST
-
- 14:00** **OPENING SESSION**
THE STUDIO
Welcome to delegates from **Gavin Reid**, Chair, ABO, **Richard Wigley**, Managing Director, Ulster Orchestra, **Fionnuala Jay-O'Boyle CBE DL**, Lord Lieutenant of Belfast
Keynote Speaker: **Sean Rainbird**, Director, National Gallery of Ireland
Performance by Chavoreng childrens' choir
-
- 15:30** **NETWORKING BREAK** sponsored by **BACH**

-
- 16:00** **OPENING PLENARY: CITY LIMITS** in partnership with the **British Council**
THE STUDIO

Borders are not just national. There are borders within states and cities, between city centres and suburbs, urban and rural, rich and poor, left and right. As the world becomes more polarised, and ever more dominated by Brexit and Trump, what role can culture and orchestras play in crossing boundaries and forging social cohesion? And how can cities build on and benefit from existing cultural links? We look at three cities, Belfast, Bogota and Nashville, with unexpected connections and specific challenges, that have found their own solutions. Chaired by **Cathy Graham**, Director of Music, British Council, with **Steve Brosvik**, Chief Operations Officer, Nashville Symphony, **Professor Frank Lyons**, Associate Dean of Research and Impact, Ulster University, **María Claudia Parias**, Presidenta Ejecutiva, Fundación Nacional Batuta, **Dr Katy Radford**, Vice-Chair, Arts Council of Northern Ireland and Project Manager and Senior Researcher, Institute for Conflict Research, and **Alistair Reid**, Strategic Director of Place and Economy, Belfast City Council.
-
- 18:45 & 19:00** **COACHES FROM MALDRON HOTEL TO TITANIC BELFAST**
-
- 19:00** **PRE-DINNER RECEPTION** sponsored by **Classic FM**

TITANIC BELFAST
-
- 20:00** **CONFERENCE DINNER** including **ABO Award** and **ABO/Classical Music Awards** presented by **Anne-Marie Minhall, Classic FM**
TITANIC BELFAST
-
- 23:15 & 23:30** **COACHES** from **TITANIC BELFAST** to **MALDRON HOTEL**



Titanic Belfast

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THURSDAY 24 JANUARY

08:00 Join Richard Wigley of the Ulster Orchestra for a morning run! The route will be a short 30 minutes to the Titanic and back. Meet at 8am by Nuala with the Hula. *Participation is at delegates' own risk.*

08:30 **REGISTRATION OPENS**
ICC BELFAST LEVEL 3

09:30 **PROVOCATIONS – CROSSING BORDERS**
ROOM 1

We kick off the day with three provocations that will set the scene for our discussions on crossing borders, with musician **Catherine Arlidge MBE**, composer **Brian Irvine** and UK Disability Champion for Arts & Culture **Andrew Miller**

10:15 **CROSS BORDER: THE BREXIT CHALLENGE** sponsored by **ISM**
ROOM 1



With just two months to go to Brexit Day, we take stock of where we are now. Deal or No Deal? Impending chaos, or business as usual? We take a close look at what it all means for the orchestral sector and the wider music industry. Chaired by **Deborah Annetts**, Chief Executive, ISM, with **Dalreen Buchanan**, Business Support Manager, Ulster Carpets, **Stephen Peover**, Chair, Ulster Orchestra and former Permanent Secretary at Stormont, **Ivan Rockey**, Director of Finance & Operations, Orchestra of the Age of Enlightenment, and **Helen Sykes**, Helen Sykes Artists' Management and Deputy Chair, IAMA

CROSS BORDER: EQUITY, DIVERSITY, INCLUSION
ROOM 2A

Continuing our diversity theme of the past two conferences, it's time to catch up on how our colleagues in the USA are forging ahead with solutions. Chaired by broadcaster and journalist **Brenda Emmanus**, with **Steve Brosvik**, Chief Operations Officer, Nashville Symphony and **John Kieser**, Executive Vice President and Provost, New World Symphony.

CROSS BORDER: DESIGN AN ORCHESTRA!
ROOM 2B

If you were to build an orchestra from scratch, what would it look like? In a provocative and interactive session we'll be re-thinking what an orchestra can and should be in the 21st century. If you could build one from scratch, without having to worry about money, what would it look like? **Sophie Lewis**, Managing Director, and **Catherine Arlidge MBE**, Artistic and Educational Director from the National Children's Orchestras of Great Britain, **William Norris**, Managing Director, Southbank Sinfonia and **Matthew Swann**, Chief Executive, from the City of London Sinfonia lead proceedings with their own radical visions, before throwing the floor open as we build an orchestra from scratch. How would you respond to changing markets, audiences, technology, and society? How do we 'cross borders' to involve new communities, audiences and art forms? What implications do the visions we come up with have for the current orchestral sector? Join us for a lively and perhaps controversial 75 minutes...

11:30 **NETWORKING BREAK** sponsored by the **British Council**



12:00 **CROSS BORDER: NEW MUSIC, NEW FORMATS, NEW AUDIENCES**
ROOM 1

Just the words "orchestra" and "classical" can sound dusty, dreary and distant to many. Yet reaching a broader segment of your community and engaging new audiences is key to sustainability. Are we really utilising all the tools in our workshops to create fresh, compelling experiences for the diverse audiences of today, not only to hook them, but to keep them? Are we going about all of this intelligently and systematically? This interactive session, led by **Jennifer Dautermann**, Director, Classical Next and **John Kieser**, Executive Vice President and Provost, New World Symphony will review some of the tools at our disposal, lay out a basic work plan for designing, evaluating and optimising project strands and finally workshop the steps of how to draw into your concerts and events a new subgroup of your community.

CROSS BORDER: THE IRISH SCENE
ROOM 2A

The orchestral sector in the Republic of Ireland is on the cusp of great change. We hear from key players in the decision to restructure its national orchestral provision, and what organisational change means for them, and look ahead to how the benefits will spread across the nation's classical music scene. Chaired by **Kathryn McDowell CBE**, Managing Director, London Symphony Orchestra, with former Director of BBC Radio **Helen Boaden**, **Aodán Ó Dubhghaill**, Managing Director, RTÉ's Orchestras, **Allin Gray**, Director, Irish Association of Youth Orchestras and **Simon Taylor**, Chief Executive, National Concert Hall, Dublin.

CROSS BORDER: DIGITAL SCORES

ROOM 2B

New technology is one key tool for crossing borders. In the first of a series of digitally-focused sessions we look at developments in digital scores, and the creative and practical possibilities that can arise for both managers and musicians when we replace well-worn paper copies with digital equivalents. Chaired by **Tommy Pearson**, with **Lorenzo Brewer**, Chief Executive, nkoda, **Jenny Jamison**, Chief Executive and **Joanne Green**, musician, Scottish Ensemble, **David Taylor**, Director, Yorkshire Young Sinfonia and **Christopher Widauer**, Head of Digital Development, Wiener Staatsoper.

13:15

LUNCH

14:15

CROSS BORDER: CHANGEMAKERS

ROOM 1

At the ABO Conference in Bournemouth in 2017, delegates heard about the BSO Change Makers project and its ambitions to transform our sector's approach to disability and create a disabled-led professional ensemble. Two years on, it's time to catch up on its success and legacy, and discuss how best to embed inclusivity in our practice. Chaired by **Andrew Miller**, UK Disability Champion for Arts & Culture, with conductor **James Rose**, **Lisa Tregale**, Head of BSO Participate, Bournemouth Symphony Orchestra and **Philip Flood**, Chief Executive, Sound Connections.

CROSS BORDER: CITIES OF CULTURE

ROOM 2A

Six years on from Derry's celebrations as the first UK City of Culture, we take a look back at the legacy from Derry and Hull, and look forward to plans for Coventry 2021 and the UK's National Festival in 2022. How do cities of culture help their citizens and visitors overcome barriers to cultural engagement? Chaired by **Claire Mera-Nelson**, Director of Music, Arts Council England, with **Cian Smyth**, Producer, Belfast International Arts Festival, **Martin Sutherland**, Executive Director, Coventry 2021 and **Helen Williams**, Deputy Director, Arts, Libraries and Digital Culture, DCMS.

CROSS BORDER: CLASSICAL STREAMING

ROOM 2B

Since the inception of music streaming, the recorded music industry has finally seen good news; we're making money again. Revenues have risen to the same levels last seen in 2008, and this year are forecast to hit new heights. However, there is a little problem. Classical music fans aren't keeping pace with other genres, and are yet to see similar increases in recorded revenue. In this session, led by **James Fleury**, Founder & Director, Nouvague, we'll explore the different challenges faced by both chart music and classical music, as well as identifying how opportunities presented by specialist audio services - including classical streaming services - could be the ticket classical music needs to join the industry's revenue party. With **Becky Lees**, Head of LSO Live, London Symphony Orchestra, **Steve Long**, Director, Signum Records and **Thomas Steffens**, Chief Executive, Primephonic.

15:30

NETWORKING BREAK

16:00

CROSS BORDER: VIDEO STREAMING

ROOM 1

Live streaming of performances is becoming more common but is there a strong enough strategic and business case yet? In this session we'll find out why orchestras are streaming, how they've engaged their players and audiences, and what new technologies might offer in future. Chaired by **Matt Parkin**, Head of Digital, Royal College of Music, with **Millicent Jones**, Executive Director, Audiences and Development, Royal Liverpool Philharmonic, **Marc Geelhoed**, Director of Digital Initiatives, Detroit Symphony Orchestra and **Christopher Widauer**, Head of Digital Development, Wiener Staatsoper.

CROSS BORDER: YOUTH ORCHESTRAS

ROOM 2A

Youth orchestras nurture our talented young musicians, some of whom will enter the orchestral profession. Given the current challenges to music provision in schools, how can professional orchestras best support the talent pipeline? Are we providing enough opportunities for young musicians from diverse communities to progress, perform and be inspired by the orchestral world? This session aims to explore how youth orchestras and professional orchestras can work across boundaries and be better connected with each other, and look at how Music for Youth and the ABO can work together to develop opportunities and partnerships which support that talent pipeline. Moderated by **Carol Main MBE**, Director, Live Music Now Scotland, with **Emma Archer**, Music Service Manager, Gwent Music, **Tim Boulton**, Cornwall Youth Orchestra, MusicAbility CIC (Director) & Cornwall Music Education Hub and **Judith Webster**, CEO, Music for Youth.

CROSS BORDER: COMMISSIONING

ROOM 2B

One of the frustrations for our sector is the barrier to cross-border commissioning and touring. We hear from key agencies who are taking steps to make the difference, and look at possible solutions. Chaired by **Vanessa Reed**, Chief Executive, PRS Foundation, with **Evonne Ferguson**, Director, Contemporary Music Centre, composer **Brian Irvine** and **Deborah Keyser**, Director, Ty Cerdd.

WORKSHOP: MUSICAL INCLUSION – BEING INCLUSIVE RATHER THAN DOING INCLUSION

BOARDROOM 1 (LIMITED CAPACITY)

Inclusiveness is the extent to which an organisation has people from diverse backgrounds or communities involved as board members and staff, and the extent to which its activities provide opportunities for all adults, children and young people to take part on equal terms. This workshop, led by **Philip Flood**, Chief Executive, Sound Connections, explores the role of inclusion and presents examples of best practice from youth voice to governance. We will also look at some examples of orchestras and other organisations working in this way and discuss how this might support your own practice and future planning.

18:30



PRE-CONCERT RECEPTION hosted by **Ulster Orchestra** and sponsored by **ISM**
BAR 2 ICC BELFAST

19:45



CONFERENCE CONCERT by **Ulster Orchestra**
WATERFRONT HALL

Rafael Payare Conductor
Dorothea Röschmann Soprano

Strauss *Four Last Songs*
Shostakovich *Symphony No.4*

22:00



POST CONCERT RECEPTION sponsored by **BBC RADIO 3** and **BBC NORTHERN IRELAND**
BAR 2 ICC BELFAST

Alan Davey CBE, Controller, BBC Radio 3, BBC Proms and BBC Orchestras and Choirs and **Peter Johnston**, Director, BBC Northern Ireland, will co-host a post-concert reception



© BENJAMIN EALOVEGA

Ulster Orchestra



© MARK SHIBEE

Rafael Payare

FRIDAY 25 JANUARY

- 08:00** Join Richard Wigley of the Ulster Orchestra for a morning run! The route will be a short 30 minutes to the Titanic and back. Meet at 8am by Nuala with the Hula. *Participation is at delegates' own risk.*
-
- 08:30** **BREAKFAST WITH ORCHESTRAS LIVE** (MALDRON HOTEL)
 ORCHESTRAS *Live* Join the Orchestras Live team for breakfast. **CEO Sarah Derbyshire MBE** will be sharing headlines from our new online publication, commissioned by the Baring Foundation and produced in partnership with City of London Sinfonia, spotlighting some of the best examples of orchestral work to engage older people. There's also a chance to meet our new Chair, **Dr Tony Stoller CBE** and hear about Orchestras Live's future growth/plans.
-
- 09:00** **REGISTRATION OPENS**
 ICC BELFAST LEVEL 3
-
- 10:00** **CROSS BORDER: MUSICIANS AS EDUCATORS** in partnership with **Orchestras Live**
 ORCHESTRAS *Live* ROOM 1
 How do orchestral musicians cross the invisible border to leave the platform and develop as creators, presenters, devisers, deliverers and music leaders? Co-conveners **Sarah Derbyshire MBE**, Chief Executive of Orchestras Live and **Lucy Galliard**, Director of Learning and Engagement of the CBSO kick off our key focus for the day on empowering the musician to cross borders. With **Cherry Forbes**, Education Director and oboe, Orchestra of the Age of Enlightenment, **Katherine Spencer**, principal clarinet, City of London Sinfonia and **Jane Wright**, Sub-principal first violin, City of Birmingham Symphony Orchestra.
- CROSS BORDER: FREEING THE ELEPHANTS IN THE ROOM**
 ROOM 2A
 The elephant in the room. Every organisation has one. Sometimes they come in groups. The members of the 2018/19 Find Your Way cohort (**Bekah Cork, Joanne Green, Jo Johnson, Chris Lewis, Hannah Muddiman** and **Louisa Stanway**) step outside their comfort zones and cross borders to explore some of the major challenges and concerns they feel are silently looming in the orchestral industry - drawing attention to the elephants affecting our orchestras today in order to set them (and ourselves) free.
- CROSS BORDER: CAREER LONGEVITY IN ORCHESTRAS – A LIFETIME OF SUPPORT**
 in partnership with **Help Musicians UK**
 ROOM 2B
 In 2012, the ABO and Musicians' Union launched their joint 'Staying Happier for Longer' Agenda, prompted by the UK Government's abolition of the right of the employer to set a default retirement age. As many musicians never truly retire, we look at what progress has been made in helping musicians thrive throughout their working lives. Chaired by **Graham Sheffield CBE**, Chair; Help Musicians UK, with **Liam Hennessy**, Senior Regional Officer; Health and Welfare, Help Musicians UK, **Jo Laverty**, National Organiser; Orchestras, Musicians Union, **Paul Kane**, Music and Older People's Manager at The Oh Yeah Centre and **Helen Habershon**, musician and composer.
- WORKSHOP: BLUE OCEAN STRATEGY**
 BOARDROOM 1 (LIMITED CAPACITY)
 Global bestseller, Blue Ocean Strategy (2005) took the business world by storm, showing how traditional industries could open up new market space, increase quality and push down costs. **Paul MacAlindin**, Music Director; The Glasgow Barons, who is featured in the 2017 follow up, Blue Ocean Shift, guides you through some of the key models, showing how he applied it to the National Youth Orchestra of Iraq. At the end of this taster session, you will have experienced Blue Ocean thinking and see clearly how you could apply it to your organization.
-
- 11:15** **NETWORKING BREAK**
-
- 11:45** **CROSS BORDER: THE CONDUCTOR**
 ROOM 1
 Conductors cross borders all the time. But however peripatetic their lifestyle, being music director of an orchestra provides stable ground. Join **Rafael Payare**, music director of the Ulster Orchestra for a conversation with BBC Northern Ireland presenter **John Toal**, as he looks back on his five years with the orchestra, before his imminent move to San Diego Symphony, and gives a conductor's take on our cross-border discussions.



CROSS BORDER: MUSICIANS WITHOUT BORDERS

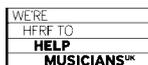
ROOM 2A

The life of the working musician goes well beyond classical. We hear from four musicians whose creativity is fuelled by working across musical genres, and for whom music has no borders. Chaired by **Carol Main MBE**, Director, Live Music Now Scotland, with harpist **Una Monaghan**, jazz drummer and composer **David Lyttle**, clarinettist **Calum Robertson**, and composer **Matthew Whiteside**.

CROSS BORDER: THE EUROPEAN ORCHESTRAL LABORATORY

ROOM 2B

Last year's conference in Cardiff included a session on the opportunities that the Creative Europe programme offers for European collaboration. This year we look at one of its most important projects for our sector in a session led by **Jonathan Simmance**, a violist and animateur with the Ulster Orchestra. Starting from a shared vision of new ways of audience development and new business models, the seven partner orchestras of EO LAB II are developing and testing new concepts across the European orchestra sector. Using a key partnership with the Czech Phil and Roma choir **Čhavoreng** with its inspirational founder **Ida Kélarová** as a springboard, we'll look at how to engage community ambassadors to help release the untapped energy of the individual musician.



WORKSHOP: THE FUTURE OF CLASSICAL MUSIC CAREERS in partnership with **Help Musicians UK**

BOARDROOM 1 (LIMITED CAPACITY)

Help Musicians UK has been supporting conservatoire training for nearly fifty years through its Postgraduate Award scheme. Recognising that career paths and the structure of the classical music sector have changed radically since the inception of this scheme, Help Musicians UK wishes to assess whether this approach remains fit for purpose. We invite educators and employers to join us to discuss what the future holds for classical music career paths and how Help Musicians UK can best support this through its research and programming. This workshop will be a place for ideas and solutions which they can take forward to ensure a sector-led approach. Led by **Ellie Moore**, Senior Creative Programme Officer, Help Musicians UK.

13:00 LUNCH

14:00 CLOSING SPEAKER: RECAPTURING THE AUDIENCE

ROOM 2

Join us as we welcome keynote speaker **Sir Roger Scruton**, who will give us his perspective on the value of orchestral music, followed by Q&A moderated by **Gillian Moore CBE**, Director of Music, Southbank Centre.

Sir Roger Scruton is a philosopher, public commentator and author of over 40 books. He has specialised in aesthetics with particular attention to music and architecture. He engages in contemporary political and cultural debates from the standpoint of a conservative thinker and is well known as a powerful polemicist. He is a fellow of the Royal Society of Literature and a fellow of the British Academy. He is the author of *The Aesthetics of Music* (1999) and *Music as an Art* (2018) in which he shows "we live at a critical time for classical music, and this book is an important contribution to the debate, of which we stand in need, concerning the place of music in Western civilization".

We then wrap up the conference with the announcement from **Graham Sheffield CBE**, Chair of Help Musicians UK of an exciting new partnership with the ABO, and look ahead to the 2020 Conference in Manchester.

15:30 CONFERENCE ENDS

AD PAGE

Specialist Managers Meetings



SMMs are one of the ABO's key services that are most valued by members. Each group of managers meets twice a year to discuss topical issues and hear from pertinent speakers.

DATES FOR YOUR DIARY FOR 2019

Archivists	Wednesday 24 April	32 Rose Street
Stage & Transport Managers	Friday 26 April	32 Rose Street
Education Managers	Wednesday 8 May	32 Rose Street
Fundraising Managers	Friday 10 May	32 Rose Street
Finance Managers	Tuesday 21 May	32 Rose Street
Chamber Orchestras	Wednesday 29 May	32 Rose Street
Concert & Orchestras	Friday 31 May	32 Rose Street
Chairs and Trustees Event	Tuesday 11 June	32 Rose Street

Please check the **ABO** website for details on how to book.



ABO Conference 2020

29 – 31 January 2020
Manchester

Hosted by

HALLÉ
MUSIC DIRECTOR
SIR MARK ELDER