

# ABO

ASSOCIATION OF **BRITISH ORCHESTRAS**



REVIEW  
OF THE  
YEAR  
**2015/16**

## PREFACE

---



For the ABO, 2015/16 involved advocating for the sector and supporting the membership during a period of political change, with the General Election in May 2015 returning a majority Conservative government and the announcement of the EU Referendum in February 2016, to take place the following June. The General Election result, however, had the advantage of ensuring that Orchestra Tax Relief, re-confirmed in the 2016 Budget, should meet its legislative timetable, creating a vital source of additional revenue for ABO members at a time of continued squeeze on public finances. We are grateful for the support of the Chancellor of the Exchequer in ensuring not only that orchestras will benefit from Tax Relief but in recognising the value of maintaining public investment in the arts. As he said in the Autumn Statement in November 2015, cuts to the arts would be a “false economy... One of the best investments we can make as a nation is in our extraordinary arts, museums, heritage, media and sport”.

It's heartening to see how much ABO members value the networking and connections that the Association enables across the sector, and also the external links it forges. From the impressive number of delegates at the conference, to healthy attendance at the Specialist Managers Meetings, this is testimony to how important it is for members to share best practice and learn from each other. The ABO Board was delighted to see the launch this year of the pilot Find Your Way programme, which we hope will lead to a sustained programme of leadership development, helping to build innovation and resilience in the next generation of leaders.

The Family Arts Festival took place in the Autumn for the third time. Thank you 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 has recently been transferred to The Albany and we shall continue to support the Campaign in its next phase of development.

2016/17 sees the implementation of a new Strategic Plan for the ABO, with a new priority of meeting the diversity challenge for our sector, articulated so forcefully by the Minister for Culture at the conference in Birmingham. We also need to help members meet the challenge of the vote to leave the EU, alongside building relationships with new ministerial teams in the DCMS and other government departments.

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 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



# INTRODUCTION

---



2015/16 saw the ABO rise to the challenge of continuing to deliver on its key objectives of connecting, championing and developing professional orchestras across the UK, during a period of change both within the organisation, and in the country at large.

Our primary focus has been working with the Treasury and the DCMS on the legislative passage of Orchestra Tax Relief, ensuring that it will deliver maximum benefit for our members. This is all the more important at a time of continued pressure on public funding for the arts, both at national and local level. Although we are at time of writing still awaiting the granting of Royal Assent to the Finance Bill, following the Budget in March 2016, we are confident that its implementation from April 2016 is assured, and that it will generate a much needed source of additional income for our members, albeit one that will only marginally offset the cuts in public funding.

As we pointed out in last year's Annual Report, following so soon from our successful lobbying to repeal the Entertainer Regulations for Class I National Insurance, our success in persuading the Treasury to extend Creative Tax Relief to orchestras is testimony to what a valuable resource we are for our members.

Other priorities during the year saw us deliver our final year as accountable body for the Family Arts Campaign, before handing over to The Albany. And we were delighted that the third Family Arts Festival in October 2015 continued to exceed its targets.

We also continue to work in partnership with Arts Fundraising & Philanthropy and we are hugely grateful for their support for the development during the year of the ABO's The Musician as Fundraiser programme, featuring video case studies and training materials. Our gratitude too to the Foyle Foundation for supporting the development of an online database of works by British composers commissioned by ABO members over the past 25 years, which will serve as resource for the PRS for Music Foundation's Resonate programme, to be launched in July 2016.

The year also saw the continuation of the UK-Brazil Transform Orchestra Leadership programme, supported by the British Council. This enabled a delegation of British managers to attend the second Transform Orchestra Leadership MultiOrchestra Conference in Rio de Janeiro in May 2015, and for three young managers to benefit from placements at the Sao Paulo Symphony Orchestra, the Guri project and Neojiba, following the placement programme for Brazilian managers with ABO members in January 2015.

In line with a renewed focus on leadership, the ABO was delighted to launch a pilot programme, Find Your Way in September 2015, aimed at emerging leaders in the sector, 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 City of Birmingham 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. Following the General Election in May 2015, we were delighted to welcome Ed Vaizey MP, the country's longest service Culture Minister to the conference. His challenge to our members to take seriously the need for greater diversity and inclusion will also be a priority for the ABO in 2016/17.

There were no changes to the ABO board, and during the year the board developed a new Strategic Plan for 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

UK- Brazil Transform Orchestra Leadership Conference May 2015 featuring Scottish Ensemble



# REVIEW OF THE YEAR 2015/16

---

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 3 July 2012.

**Our vision is of a society where orchestral music is valued as a core component of contemporary life and culture**

The ABO's mission is to enable and support a vibrant, innovative, collaborative and sustainable orchestral sector. It exists to support and champion professional orchestras in the UK in their ambition to perform music to the highest artistic standards for the widest possible audience.

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 2012-2015 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.

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.

The board has also discussed what it means to be a member of the ABO, as a result of which it has developed a set of **shared values** across the full membership as follows:

- Our shared mission is to perform live music to the highest artistic standards for the widest possible audience.
- We believe in the need to innovate, explore new repertoire, extend our reach, and nurture new audiences.
- We believe that participation in music-making, music education and working in the community are intrinsic to our organisation.
- We put professionalism at the heart of our organisation, and ensure that our musicians receive a professional rate of pay.
- The investment in our organisation from public and private sources will be looked after responsibly, with integrity and transparency.
- We invest in the skills, health and well-being of our staff, including our musicians, and believe in the benefits of peer networking.
- We understand our responsibility to ensuring our work is sustainable and environmentally friendly.
- We believe in the need to invest in a collective voice and a strong association that works in all our best interests.

# 2015/16: THE YEAR IN HIGHLIGHTS

---

**APRIL:** Arts Fundraising & Philanthropy Partners Meeting. ABO Board meeting. Live Performance Sector Social Dialogue Committee Meeting in Brussels. Director and Education & Youth Ensembles Consultant attend British Council Transform Orchestra Leadership conference in Rio de Janeiro, Brazil.

**MAY:** Archivists, Chamber Orchestras, Concert & Orchestra, Digital, Education, Finance, Fundraising and Welsh Members Meetings. Director chairs two sessions at Classical:Next in Rotterdam.

**JUNE:** Inaugural ABO Chairs Event. ABO Ticketing Summit at the Barbican Centre. Period Instrument Ensembles meeting. Director and Education & Youth Ensembles Consultant attend Pearle Conference in Hamburg. Family Arts Campaign Project Board. All Party Parliamentary Classical Music Group. Essentials of Fundraising course at 32 Rose Street.

**JULY:** Introduction to Marketing course at 32 Rose Street. ABO Board meeting. ABO Trust meeting. ABO News sent to key stakeholders.

**AUGUST:** Annual Kubb challenge match with IAMA.

**SEPTEMBER:** ABO Board meeting. Live Performance Sector Social Dialogue Committee Meeting in Brussels. Director on panel of Creative Industries Federation BBC Policy event. Scottish Members Meeting.

**OCTOBER:** ABO/ISM Safeguarding Seminar. Chamber Orchestras, Concert & Orchestra, Digital, and Education Managers meetings. Meeting with HM Treasury to discuss Orchestra Tax Relief. All Party Parliamentary Classical Music Group. Family Arts Festival. Directors chairs ACEVO meeting with Darren Henley, Arts Council England.

**NOVEMBER:** Finance, Fundraising and inaugural Communications Managers meetings. ABO board meeting and AGM. Essentials of Fundraising and Managing Creative People courses at 32 Rose Street. Family Arts Campaign Project Board. Director gives keynote speech at Deutscher Orchestertag in Berlin. Education & Youth Ensembles Consultant speaks at Music Mark Conference. Director attends Pearle conference in Prague. ABO News sent to key stakeholders.

**DECEMBER:** All Party Parliamentary Classical Music Group. Introduction to Marketing course at 32 Rose Street.

**JANUARY:** ABO Conference in Birmingham. Presentation of ABO Award to Sally Groves MBE and ABO/Rhinegold Awards for Orchestra Manager, Concert Hall Manager and Artist Manager of the Year. All Party Parliamentary Classical Music Group. Director speaks at inaugural MU Orchestra Section Conference.

**FEBRUARY:** ABO Board meeting. Family Arts Campaign Project Board. Meeting at HM Treasury to discuss Orchestra Tax Relief. Director chairs session at FEVIS Networking Event at Musicora in Paris.

**MARCH:** Director presents the ABO/RPS Salomon Award to Graham Hall of Sinfonia Viva at Derby Cathedral. ABO Trust meeting. Meeting with HMRC to discuss Orchestra Tax Relief. Meeting with MU to negotiate ABO/MU Agreement. meeting. All Party Parliamentary Classical Music Group. ABO News sent to key stakeholders. Family Arts Awards presented at The Albany. Director attends BBC Charter Renewal roundtable at DCMS.



Opening fanfare from CBSO Brass at ABO Conference 2016



Sam Jackson, Managing Editor of Classic FM at ABO Conference 2016

# CONNECTING

---

## ABO Conference

This year's Conference, in association with our Principal Media Partner **Classic FM**, took place from 20-22 January 2016, hosted by the **City of Birmingham Symphony Orchestra**.

The Conference, the theme of which was **Place Makers**, saw an opening keynote speech by **Sir Peter Bazalgette**, Chair of Arts Council England, followed by a panel debate on the Regional Powerhouse, chaired by Sameena Ali-Khan, presenter, ITV News Central and featuring Sir Peter Bazalgette; Anita Bhalla OBE, Chair, Creative City Partnership and Chair, PBL Town & Symphony Hall; Joe Godwin, Director, BBC Academy; Chris Murray, Director, Core Cities Group; and David Partridge, Managing Partner, Argent (Property Development) Services LLP.

The main topics explored during the conference included placemaking, learning from sport, leadership and change, and music education. The conference also featured 'takeover' sessions, featuring younger voices and musicians, a Trustees Day, and one-to-one coaching sessions.

Speakers included Andy Street CBE, Managing Director, John Lewis Partnership; Penelope Viscountess Cobham CBE, Chairman, Visit England; Neil Rami, Chief Executive, Marketing Birmingham; Chris Loughran, Vice Chairman and Partner, Deloitte LLP; Jon West, Director, Manufacturing HR & Employee Relations, Jaguar Land Rover; Laurent Bayle, directeur general, Cité de la musique and president, Philharmonie de Paris; Sara Mohr-Pietsch, presenter, BBC Radio 3; Ed Bracher, Chief Executive, Riding for the Disabled Association; Nick Eastwood, Deputy Chairman, Wasps Rugby Union Football Club; Sally Munday, Chief Executive, England Hockey; Claire Stibbon, Leadership and Development Advisor, UK Sport; Rory Sutherland, vice-chairman, Ogilvy & Mather Group UK; Leslie de Chernatony, Professor of Brand Marketing, Aston Business School; Albert Schmitt, Managing Director, Deutsche Kammerphilharmonie Bremen; Chaz Jenkins, Global Marketing & Digital Business Consultant, FUMUBI Limited; Wim Jenkins, Vice President, Digital: Global Classics at Universal Music Group; and YouTube sensation Liam Dryden.

The closing session, in association with the Creative Industries Federation, saw a keynote speech from Ed Vaizey MP, Minister for Culture and the Digital Economy followed by a panel debate, chaired by John Kampfner, Chief Executive, Creative Industries Federation and featuring Charles Allen, Lord Allen of Kensington CBE, Chairman, Global; Lucan Gray, Owner, Fazeley Studios & Custard Factory; Amahra Spence, Founder/Director at MAIA Creatives CIC and freelance producer & writer; Gisela Stuart MP for Birmingham Edgbaston; and Jan Teo, Chief Executive, Birmingham Royal Ballet.

Sir Peter Bazalgette, Chair of Arts Council England at ABO Conference 2016



Sameena Ali-Khan, presenter, ITV News Central at ABO Conference 2016



Our hosts the CBSO presented a concert which was broadcast live on BBC Radio3.

Sponsors of the conference included Rhinegold Publishing, British Association of Concert Halls, the Incorporated Society of Musicians and Smith & Williamson, and we are grateful to the Musicians' Union for providing financial support for attendance by musicians. We are especially grateful to the British Council for supporting the attendance of delegates from Brazil, as part of the UK-Brazil Transform Orchestra Leadership Programme.

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

- put on 24 different sessions
- with 93 speakers / panellists
- to 365 total unique delegates
- seated 168 at the awards dinner
- and sold 122 tickets for the CBSO concert performance

## Specialist Managers Meetings

Specialist Managers Meetings continued to form the backbone of the ABO's events programme. Meetings for Archivists, Chamber Orchestras, Concert & Orchestra, Communications (a new group formed in autumn 2015), Digital, Education, Fundraising, Finance, Marketing and Opera & Ballet Managers, along with Scottish and Welsh members took place during the year, with 430 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 The National Archives San Francisco Symphony, Get Creative Campaign – What Next?, FEVIS, Bruichladdich, BAPAM, Hearo Musicians Union, NESTA, ISM, Sinfini for Schools, Royal Scottish National Orchestra, Institute of Education,



Department for Education, Barbican Guildhall Creative Learning, City & Cambridge Consultancy Limited, Harbottle & Lewis, Bournemouth Symphony Orchestra, Creative United, Arts & Business, Theresa Lloyd Associates, British Council, European Union Youth Orchestra, Charities Aid Foundation, Cultural Sector Network, Arts Fundraising and Philanthropy Programme, Indigo Ltd, UK Theatre, Ambassadors Theatre Group, Baker Richards and Hallé Orchestra.

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

- Archivists – Eleanor Roberts, Halle Orchestra
- Chamber Orchestras – Andrew Burke, London Sinfonietta
- Concert & Orchestra Managers – Phil Boughton, Opera North and Andrew Connolly, BBC Concert Orchestra
- Communications Managers – Esme James, Bournemouth Symphony Orchestra and Ginny Macbeth, Macbeth Media Relations
- Digital – Jo Johnson, London Symphony Orchestra
- Education – Steve Pickett, Hallé Orchestra and Peter Helps, Sinfonia Viva
- Finance – Ivan Rockey, Orchestra of the Age of Enlightenment and Carol Main, Live Music Now Scotland
- Fundraising – Nick Jackman, London Philharmonic Orchestra
- Marketing – Leonora Thomson, Barbican Centre
- Opera & Ballet - Peter Harrap, Welsh National Opera
- Scottish members – Gavin Reid, BBC Scottish Symphony Orchestra and Roy McEwan, Scottish Chamber Orchestra
- Welsh members – Peter Harrap, Welsh National Opera and 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.

The ABO's website continues to serve as a valuable resource for its members. Figures show that there were 73,499 visits from 25,740 unique visitors generating over 143,104 page views. These figures are an excellent measurement of how valuable its website has become in communicating its message to members and the wider world. The ABO has continued to "tweet" relevant news via Twitter to nearly 6000 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.



Mark Pemberton at the Creative Industries Federation seminar on the BBC



George Osborne, Chancellor of the Exchequer, announces Orchestra Tax Relief at Creative Industries Federation event



## CHAMPIONING

The ABO team met regularly during the year with representatives from the government and opposition, as well as Arts Council England, Creative Scotland and Arts Council of Wales, 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 implementation of Orchestra Tax Relief from April 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 2015/16.

UK- Brazil Transform Orchestra Leadership Conference May 2015 with Fiona Harvey of the ABO and board member Carol Main of Live Music Now Scotland



## 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 October with James Jolly (Editor-in-Chief of Gramophone Magazine), Wim Jenkins (Vice-President of Global Classics), Steve Long (Director of Signum Records) and Paul Smernicki (Director of Digital at Universal Music); in December with Ed Vaizey MP to discuss the Culture White Paper; in January with Sir Simon Rattle and Kathryn McDowell of the London Symphony Orchestra to discuss the proposed Centre for Music; and in March with Alan Davey, Controller, BBC Radio 3.

## Awards

The **ABO Award** was presented during the ABO conference dinner to **Sally Groves**, former Creative Director of Schott Music.

**ABO/Rhinegold Awards** were presented by Margherita Taylor, Classic FM presenter, to **Sarah Alexander**, Chief Executive, National Youth Orchestra of Great Britain (Orchestra Manager of the Year), **Angela Dixon**, Chief Executive, Saffron Hall (Concert Hall Manager of the Year) and **Alasdair Tait**, Chief Executive, Young Classical Artists Trust (Artist Manager of the Year).

The **ABO/RPS Salomon Award** was presented to **Graham Hall**, long-standing timpanist of Sinfonia Viva at Derby Cathedral in March 2016.



Rosemary Johnson of the RPS and Mark Pemberton of the ABO present Graham Hall of Sinfonia Viva with the Salomon Award



## Creative Coalition

The ABO is a member of the Creative Coalition, to support the campaign for implementation of the Digital Economy Act. Various meetings and lobbying activity took place during the year.

## National Music Council

The ABO is a member of the National Music Council, which exists to promote the interests of the music sector. The Director was re-elected as its Chairman in November 2015.

## 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 conferences in Hamburg in June and Prague in November. He also attended meetings of the Live Performance Sector Social Dialogue Committee, which bring together employers' associations and trade unions from across the EU.

The ABO benefits from attending international conferences and engaging with colleagues abroad. These included Classical:Next in Rotterdam in May, where the Director chaired two sessions; the Deutscher Orchestertag in Berlin in November, where the Director gave a keynote speech and led a discussion on orchestra leadership; and Musicora in Paris in February, where the Director chaired a session on the UK market.

The Director and Education & Youth Ensembles Consultant attended the second conference of Brazilian orchestras, held at the Cidade das Artes in Rio de Janeiro, as part of the UK-Brazil Transform Orchestra Leadership programme, funded by the British Council and Arts Council England. The ABO and British Council organised a delegation of speakers from City of Birmingham Symphony Orchestra, Live Music Now Scotland, Philharmonia Orchestra, Sage Gateshead, Scottish Ensemble and Sinfonia Cymru. The conference featured a concert by musicians of the Scottish Ensemble.

British Council Transform offered three full bursaries for British professionals as part of the programme. The 3-week exchange programme took place after the conference, with the selected candidates benefiting from placements in the cities of their host institutions. The call focused on mid-career professionals working in established and emerging music organisations across the music production chain (orchestras, ensembles, concert halls, festivals, conservatoires, universities, artist managers, public agencies). The selected candidates were:

- Annie Sheen (Southbank Centre) Host institution: Neojibá, Salvador
- Charlotte Hamilton (European Union Youth Orchestra) Host institution: Osesp Foundation, Sao Paulo
- Jennifer Adams (Royal Scottish National Orchestra) Host institution: Santa Marcelina Cultura, Sao Paulo

Delegates at the UK- Brazil Transform Orchestra Leadership Conference May 2015



## Visas for Visiting Artists

The ABO continues to advise its members on and monitor the implementation of the Points Based System for Migrant Workers. Following negotiations between the ABO, MU and the Migration Advisory Committee, the Home Office has implemented a specially extended term to the Resident Labour Market Test to facilitate the removal of Tutti musicians from the Shortage Occupation List. We continue to monitor all routes for visiting artists including Permitted Paid Engagements.



## 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 hugely grateful for the pro-bono advice on contracts and VAT provided by Trevor Ford and Graham Elliott respectively. The ABO also has an agreement with Smith & Williamson for the provision of tax advice.

## Family Arts Campaign



Following a further year of funding granted for 2015/16 by Arts Council England, the Family Arts Campaign has enjoyed another successful year. The independent report by Catherine Rose's Office on the initial three years of the Campaign was published, revealing extremely positive impacts achieved so far. Notably, 61% of organisations reported an increase in artistic product for families, 33% reporting an increase in earned income from family audiences and 59% reporting a resulting overall increase in attendance and participation.

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 400 organisations are now signed up to the Family Arts Standards. A survey showed that organisations that promoted their status as Standard-holders were twice as likely to report an increase in family audiences compared to those that did not. The Campaign supported 24 local Family Arts Networks in sharing best practice and training as well as providing micro-funding for Festival promotion. A further 130 arts professionals attended specially-devised training sessions organised by the Campaign in various UK locations, with strong numbers continuing to access Family Arts online resources and screencasts.

The Campaign mounted a bid for Creative Europe funding for a major Family Arts Campaign Europe project. In what proved to be a competitive round, the bid was ultimately unsuccessful but the Campaign continues with valuable international partners and a robust business plan for the next phase to continue with the confirmed support of Arts Council England. Future plans focus on the extension of the Campaign's work in the UK, including another Family Arts Festival, further development of the Standards with a view to supporting the engagement of older generations, the creation of a year-round listings service, biennial Conferences, further development of the enquiry into workplace issues for arts professionals with caring responsibilities, a bid for Strategic Touring funding and a strategy to grow earned revenue sources and attract sponsorship for increased sustainability.

After four years under the leadership of the ABO, The Albany becomes the new legally accountable organisation for the Family Arts Campaign in 2016/17, with the ABO continuing as active consortium members.

## Professional Development

The ABO continued to work with UK Theatre to combine courses into a single offer to their respective memberships. There were 87 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.

## Leadership Programme: Find Your Way

Over the summer and autumn of 2015, the ABO identified 5 participants for its pilot leadership programme, Find Your Way. Richard Wigley, Wigley Arts Management (subsequently appointed General Manager, Ulster Orchestra) met with each of them and their CEOs/line managers, to help them develop their individual development plans. Richard and Fiona Harvey matched them with mentors. The full list of participants and their mentors is:

Participant	Mentor
Cath Arlidge, CBSO	Kathryn McDowell, LSO
Flo Ambrose, Royal College of Music	Sophie Lewis, Sinfonia Cymru
Tim Davy, LSO	Simon Webb, BBC Philharmonic
Patrick McCarthy, Ulster Orchestra	John Summers, Halle
Sue Voysey, Halle	David Butcher, Britten Sinfonia

The participants ran a Find Your Way 'takeover' session at the ABO Conference. People who were interested in the programme were invited to register their interest with the aim of putting out an open call for applications to the 2016/17 programme in the summer of 2016.

The group met on Monday 21 March at the Royal College of Music. They were joined by Louise Jury, Creative Industries Federation, and reflected on their Find Your Way progress since their last meeting at the ABO Conference. Three of the group attended a meeting with the John Lewis Partnership on 22 March, to learn about their business model, and to observe a meeting of the John Lewis Council and Management.

## 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.

## The Musician as Fundraiser

In November 2014 the ABO was the recipient of funding from Arts Fundraising & Philanthropy for its Musician as Fundraiser programme. This enabled the ABO to commission Sarah Gee of Indigo Ltd to do a survey of members and musicians and to develop a training programme and materials including video case studies. These were presented to Fundraising Managers in October 2015, at the ABO Conference in January 2016 and at a training day for musicians in April 2016.

Scottish Ensemble at the UK- Brazil Transform Orchestra Leadership Conference May 2015



# 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 and Government consultations.

The ABO contributed a collective response to the Music Education Council's 'Music Education for All 2016-2020 and Beyond' consultation document, calling for a greater recognition in the document of the role that orchestras play in the music education sector. The ABO also submitted a response to the Department for Education's (DfE) consultation on implementing the English Baccalaureate (Ebacc). The DfE was seeking views on what factors schools should consider when deciding that a pupil shouldn't take all the GCSE subjects for the EBacc; proposed changes to the range of data they publish about school performance; the challenges of implementing the EBacc, including teacher recruitment; and the impact of these proposals on pupils with protected characteristics under the Equality Act 2010.

The ABO also supported the campaign *baccforthefuture*, and signed a petition calling for Expressive Arts subjects to be included in the E-baccalaureate. Once the petition reached over 100,000 signatures in the Spring, this triggered the need for the Government to arrange a debate on the subject.

In November 2015 Fiona Harvey was invited to speak at the opening of Music Mark's Annual Conference, on the subject of partnership, outlining the ABO's membership, objectives, and examples of partnership working. She shared the platform with Celia Makin-Bell, RLPO, who presented a case study on NHS commissioning and the orchestra's work with people in mental health settings in Liverpool.

In October 2015, the ABO jointly presented a seminar with the ISM on 'Good Practice in Safeguarding in Music Education'. Hosted by the Guildhall School of Music and Drama, this seminar was well attended by over 65 delegates from across the music education sector. There was a positive response to the event, with delegates and speakers welcoming the opportunity to come together to discuss this sensitive, and ongoing issue. Speakers were from the music education and dance sectors as well as the British Gymnastics Association. The ISM and ABO are continuing to work together, involving other stakeholders such as the MU, conservatoires, music schools, orchestras etc, to create and agree national guidance about safeguarding in music education

Education themes running through the ABO Conference in January 2016 included the takeover session by Find Your Way participants; Place Makers; learning from Brazil; and Place Makers: Ten Pieces.

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 May 2015 the morning's agenda included ABO updates on youth ensembles, the Family Arts Festival 2015, general discussion and updates from members on work with music services and music education hubs, and BBC Ten Pieces project. David Abrahams, Head of Legal, ISM, presented an update on safeguarding and Mark Lewis, Sinfini for Schools provided information about their available resources. The afternoon session focused on research with a session entitled 'The Power of Music' given by Professor Sue Hallam, Institute of Education, University of London.

In October 2015 the morning featured a lively discussion about the current state of child performance licensing. Nicole Berry, Music and Culture Team, Department for Education, attended the meeting, to listen and feedback the concerns to her colleagues. There is obvious inconsistency of decision-making throughout the UK in this area. Orchestras reported different systems of approval, different timescales for local authority approvals, different decisions for the same sorts of performances etc. As a result of the discussion over the months since the meeting, the ABO has worked with colleague organisations in the Music Education Council, and new guidance was launched in May 2016. There were also updates on BBC Ten Pieces, year 2 and BBC Music Day, 5 June 2016.

The afternoon focus was on Continuing Professional Development with a presentation by Jenn Adams, Director of Learning and Engagement, RSNO, Kate Witlock, Learning Manager (special projects) and Lisa Rourke, Sub-Principal Viola on their three-year professional development programme funded by Paul Hamlyn Foundation for all staff and musicians. The discussion ranged from appraisals to recruitment practices. Sean Gregory, Director of Creative Learning, Barbican Guildhall, joined the meeting for a discussion about continuing professional development, particularly for orchestral musicians who are 10 or 20 years into their professional life.

The ABO continued to be a member of the BBC Ten Pieces Stakeholder group advising on the development of Year Two, and disseminating information to ABO member orchestras about the project.

## YOUTH ENSEMBLES

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

## Professional Partnerships

The ABO's Professional Partnerships Project, funded by Youth Music officially finished at the end of 2015. However, there was an underspend of the grant, which Youth Music agreed could support a final event to be held in collaboration with Music Mark in Birmingham in April 2016. The purpose of the event was to define, discuss, and agree what the youth ensembles sector needs from national bodies the ABO and Music Mark.

During the year Fiona Harvey attended meetings on behalf of the ABO with Music Mark, Youth Music, London Music Masters, and Sound Connections. She also attended Music Education Expo and continued to represent the ABO on the BBC's Ten Pieces Stakeholder Group and Sound Connections' Advisory Group.

## FINANCE

---

The ABO incurred a surplus for the year ended 31 March 2016 of £899. This resulted in the reserves increasing to £179,736.

The ABO was the accountable body for a consortium of visual and performing arts associations, and was the recipient of £1.1 million of lottery funding from Arts Council England's Audience Focus Fund for the Family Arts Campaign from 1 April 2012 to 31 March 2015. Additional funding of £150,000 was awarded to extend the Family Arts Campaign for a further year to 31 March 2016. Accountability for the Campaign transferred to The Albany on 1 April 2016.

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 to cover the costs of its education and youth ensembles programme.





## MEMBERSHIP

---

This year saw a number of new members: London Contemporary Orchestra and Red Note Ensemble as Full Members; Grand Philharmonic Orchestra as Associate Members; Saffron Hall and St David's Hall as Affiliate Members and Bristol Plays Music and Yorkshire Young Sinfonia as Youth Ensemble Members. There was also the introduction of a new membership category, Sole Trader, with 6 new members. 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 were no changes to the board during the year.

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. Keith Motson, the ABO's Membership & Communications Manager left in July 2015 and was replaced by James Bullett in the position of Public Affairs Manager to January 2016. Dawn Day commenced employment as Projects Manager in February 2016.

Jenny Daly joined the staff of the Family Arts Campaign in September 2015 during Mari O'Neill's maternity leave, working alongside Clair Donnelly and David Brownlee, who continued to lead the Campaign as part-time director. The Family Arts Campaign team transferred to The Albany on 1 April 2016.

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

The ABO is committed to providing meaningful internships for those seeking work experience at the start of their careers. In July 2013 the ABO received a grant from the Creative Employment programme towards the cost of implementing a paid internship programme from September 2013 to March 2015, and provided a grant for a further six months to September 2015. Max Heanue joined the intern programme from March to September 2015 and subsequently secured employment at the London Sinfonietta. Alice Boulton joined the intern programme from October 2015 to January 2016 and went on to employment at Hazard Chase.

Scottish Ensemble at the UK- Brazil Transform Orchestra Leadership Conference May 2015



Andy Street, Managing Director of the John Lewis Partnership at the ABO Conference 2016



# ABO MEMBERSHIP 2015/16

## 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  
 English Baroque Soloists  
 English Philharmonic Orchestra  
 Ensemble Cymru  
 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  
 Orchestra of the Age of Enlightenment

Orchestra of the Swan  
 Orchestre Révolutionnaire et Romantique  
 Oxford Philomusica  
 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)  
 Birmingham Conservatoire  
 Chamber Orchestra of Europe  
 European Union Youth Orchestra  
 Guildhall School of Music and Drama  
 Making Music  
 Melbourne Symphony Orchestra  
 National Children's Orchestra of Great Britain  
 National Youth Orchestra of Great Britain National  
 Youth Orchestra of Wales  
 National Youth Orchestras of Scotland

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  
 Sheffield Pops Orchestra (FONO Productions)  
 The Grand Philharmonic Orchestra  
 Trinity Laban Conservatoire of Music and Dance  
 University of Birmingham Music Department

## YOUTH ENSEMBLES

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

National Youth Strings Orchestra  
Nottingham Youth Orchestra  
Stoneleigh Youth Orchestra  
Sutton Youth Symphony Orchestra  
Thames Youth Orchestra  
The Szilvay Foundation & Colourstrings  
Trinity College Junior Dept Symphony Orchestra  
Wells Cathedral School  
Wessex Youth Orchestra  
Worcestershire Youth Music  
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  
Opera & Music Theatre Forum

Orchestras Live  
Royal Albert Hall  
Royal Concert Hall, Nottingham  
Royal Over-Seas League  
Saffron Hall  
Serious  
Southbank Centre  
Spitalfields Festival  
St David's Hall  
St John's Smith Square  
Three Choirs Festival  
Town Hall & Symphony Hall, Birmingham  
Trinity Guildhall  
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

Birmingham Performing Arts Consultancy  
ElevenTenths PR  
Marion Friend MBE

Sally Rogers Arts Management  
Trudy Wright  
VLT Legal

## INDIVIDUAL MEMBERS BY INVITATION OF THE ABO BOARD

Andrew Bennett  
Simon Crookall  
Trevor Ford  
Sir Clive Gillinson  
Michael Henson

Antony Lewis-Crosby  
Edward Smith  
Malcolm Warne Holland  
Laurie Watt

## ABO BOARD

Catherine Arlidge MBE  
Andrew Connolly  
Michael Eakin  
Peter Helps  
Sophie Lewis  
Ginny Macbeth  
Carol Main MBE  
Kathryn McDowell CBE (Chair)  
Roy McEwan OBE  
Louise Mitchell  
John Summers  
Matthew Swann

Sub-Principal Second Violin  
General Manager  
Chief Executive  
Chief Executive  
Chief Executive  
Director  
Director  
Managing Director  
Chief Executive  
Chief Executive  
Chief Executive  
Chief Executive

City of Birmingham Symphony Orchestra  
BBC Concert Orchestra  
Royal Liverpool Philharmonic  
Sinfonia Viva  
Sinfonia Cymru  
Macbeth Media Relations  
Live Music Now Scotland  
London Symphony Orchestra  
Scottish Chamber Orchestra  
Bristol Music Trust  
Hallé Concerts Society  
City of London Sinfonia

## ABO STAFF

Mark Pemberton  
Dawn Day  
Jenny Lomas  
Fiona Harvey

Director  
Projects Manager  
Finance & Events Manager  
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)

