

ABO

ASSOCIATION OF **BRITISH ORCHESTRAS**



REVIEW
OF THE
YEAR
2021/22

PREFACE



As we emerge from the pandemic, the ABO's members continue to perform to audiences locally, nationally and internationally, the joy of playing to such appreciative audiences in venues throughout the country providing the restorative inspiration our musicians, managers and leaders have missed so much over the previous two years.

Throughout the crisis of the pandemic the ABO team has worked tirelessly on our behalf, leading us to recruit an additional member of the team as we saw the need for the association to be properly resourced to respond to the needs of our members, and to fulfil its role in leading the sector through the challenges of the year. We operate on a tight budget and demonstrate influence and authority on behalf of our members that is well beyond what our resources should allow. We also understand the pressures our members operate under and continually seek to balance the needs of the sector with our resources to respond to those needs.

Mark, Hanna, Janet, Emily, Fiona, Chris, with Jenny returning from her maternity leave in time for our Glasgow conference, have been a brilliant team, and my thanks to them for their remarkable work is heartfelt. The hybrid conference hosted by the RSNO and BBC Scottish Symphony Orchestra in February was an astonishing achievement in itself, a perfect example of how Mark and his team have found new and powerful ways to champion, connect and develop the sector.

My thanks also to the board who have supported the team through the year, and in particular to the two vice chairs, Jenny Jamison and Phil Boughton. We have welcomed new board members following our governance review, and look forward to nominations for board membership from across the sector at our next AGM. We have emphasised the need for musicians to play their role in the governance and leadership of the sector, and Paul Philbert MBE, musician and board member, announced the creation of our Musicians' Advisory Council in his welcome to delegates at our conference in February 2022.

Addressing equity, diversity and inclusion remains a key focus for the sector and therefore for us as the ABO. Under Mark's guidance we are increasingly playing a leading role in this and other priority areas, and expect the ABO to continue to find its place as a thought leader and active agent for change.

Mark Pemberton has been the driving force of the ABO for 15 years. His dedication to the work of our members was recognised with an OBE in the New Year's Honours and an ABO Special Award at the conference in February. Fifteen years at the helm of any organisation is a remarkable achievement, and Mark's time here has included what many of us consider to be two of the greatest crises the orchestral sector has ever had to navigate. He has guided us with his customary calm authority and assurance throughout. Every one of us owes him an enormous debt of gratitude, I trust we will all find our own ways to express our thanks to our dear friend and colleague as he leaves us later this year.

On behalf of the board of the ABO and all our members, thank you Mark for all you have done in your devoted service of the UK's orchestras.



Simon Webb
Chair

INTRODUCTION



2021-22 saw the ABO membership emerge from the pandemic, with concerts and tours resuming, albeit with Covid-19 restrictions and reduced audiences. And it was also the year it became clearer as to the negative impact Brexit would have on the sector, both in terms of recruitment of EEA nationals and bringing artists into the UK, and touring into the EU.

The ABO continued to have regular dialogue with the UK Government and in partnership with other industry bodies was able to make progress on resolving the key obstacles that Brexit has thrown in our members' path. But it is clear that touring is more problematic than before the UK's exit from the EU, and the agreement struck between the EU and UK has dealt musicians and our members a poor hand.

Meanwhile, while we have welcomed the removal of Covid-19 restrictions, and are grateful to the Treasury for implementing a temporary uplift to Orchestra Tax Relief in response to our campaigning, we are concerned the Government is failing to recognise the long-term financial damage to the sector, and the impact of the pandemic on the well-being of musicians and managers alike.

The ABO itself also saw this as recovery year. A shift to a pay-to-attend model for its Specialist Managers Meetings, and higher than expected attendance at the hybrid conference, helped shore up our finances. The welcome addition of a member of staff to the new post of Head of Policy & Communications will however add to our costs in the coming years. We are hoping that members will recognise the benefits that flow from an increase in capacity, and will be willing to increase their investment in a strong and responsive association.

We are hugely grateful to the many partners who have worked with us this year. Our conference has benefited hugely from the support of its principal Media Partner Classic FM, Charity Partner Help Musicians and International Partner the British Council, and our thanks too to BBC Radio 3 for their input into the conference programme, as well to the many other sponsors who helped make the conference such a success. And we are grateful to the ABO Trust, Help Musicians and Vernon Ellis Foundation for supporting the Find Your Way programme, helping us maintain our commitment to nurturing the next generation of leaders.

We must also thank the British Council for their support of the International Mentoring programme and the UK-Australia Orchestral Connections symposia as part of the UK-Australia season. And our thanks too to Diana Ambache for her generous gift to the ABO Trust to support the Sirens programme.

On a personal note, I was delighted to have been awarded an OBE in the New Year Honours 2022, and an ABO Special Award at the conference dinner. My thanks to the board and the membership for all their support during this year. It is with some sadness that this will be my last Annual Review for the association, and I wish my successor the very best in taking the ABO to even greater heights.

A handwritten signature in black ink that reads "Mark Pemberton". The signature is fluid and cursive, with a long horizontal line extending from the end.

Mark Pemberton OBE
Chief Executive

REVIEW OF THE YEAR 2021/22

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 commencing 1 April 2019: The ABO's mission is to enable and support an innovative, collaborative and sustainable orchestral sector, and to provide advice, support, intelligence and information to the people who make British orchestras a global success.

The key Strategic Objectives of the Association cover three areas of activity:

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

Using the framework of the mission statement, our key aspirations for 2019-2022 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** 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 legislation and government policies both in the UK and internationally, 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 and nurturing emerging leaders.



2021/22: THE YEAR IN HIGHLIGHTS

APRIL: Opera & Ballet, Scottish, Welsh and Contract Orchestras meetings. Meetings of the ABO Board and ABO Trust. CEO attends DCMS Touring Working Group and Venues Steering Group meetings. Jenny Daly goes on maternity leave, and Janet Marsden joins the team as maternity cover.

MAY: Scottish Members, Contract Orchestras, Concert & Orchestra, Finance, Fundraising Managers meetings. CEO attends DCMS Venues Steering Group, LIVE Touring Group, DCMS Touring Working Group, Scottish Classical Sustainability Group, UK-China Cultural Advisory Group, and meets with Secretary of State for Digital, Culture, Media and Sport, Oliver Dowden MP.

JUNE: Chairs & Trustees, Contract Orchestras, Education Managers, Marketing Managers, Stage & Transport Managers, Scottish Members, Welsh Members, and Youth Ensembles meetings. Extraordinary General Meeting to elect new board members. APPG on Classical Music meeting. CEO attends Family Arts Campaign project board, RHA/Department for Transport Brexit Roundtable, Pearle General Assembly, DCMS Brexit Group and DCMS Venues Steering Group.

JULY: Digital Summit in collaboration with BACH. Scottish Members, Welsh Members, and ABO Board Meeting. Meeting with Musicians' Union Freelance Committee to negotiate the ABO/MU Agreement.

AUGUST: Welsh Members meeting and Find Your Way Residential Course at Snape Maltings. CEO speaks at Public Policy Exchange event and attends DCMS Venues Steering Group, PRSF Music Export Group, Arts Council England Spending Review, DCMS Creative Sector Customs Roundtable, LIVE Touring Group and NHS COVID-19 information session for leisure and tourism sectors.

SEPTEMBER: ABO hosts Orchestral Connections in collaboration with Symphony Services Australia. Leaders Retreat takes place in Snape Maltings. Scottish members, Welsh Members, Opera & Ballet Members, and first Artistic Planners meeting since 2007. ABO Board Meeting. CEO meets with European Commission's DG MOVE, DCMS and Home Office, and attends meetings of ACEVO Arts & Heritage Group, LIVE Touring Group, and a seminar by Pearle* on gender equality. CEO attends Pearle* conference in Lucerne and chairs the European Orchestras Forum. Hanna Madalska-Gayer joins the ABO team and attends DCMS Venues Steering Group, DCMS Customs Roundtable and Brexit Stakeholder meetings. Janet Marsden attends the IAMA conference in Copenhagen.

OCTOBER: Concert & Orchestra, Stage & Transport, Fundraising, Chamber Orchestras, Youth Ensembles and Scottish Members meetings. Brexit mobility webinar in collaboration with IAMA. CEO gives an online presentation to Sciences Po Paris and attends a LIVE Touring Group meeting.

NOVEMBER: Scottish, Welsh, and Education Managers meetings. ABO Board Meeting and Annual General Meeting. APPG on Classical Music. The team attends DCMS Venues Steering Group, DCMS Touring Group, LIVE Touring Group, UK-China Cultural Advisory Group, Pearle webinar on gender equality and Westminster Hall debate on visa and permit-free travel for musicians. Black Lives in Music roundtable. Fiona Harvey takes part in an online panel discussion at the Centre national de la musique.

DECEMBER: Scottish Members meeting, ABO hosts National Music Council AGM and meetings for Find Your Way participants (past and present). CEO is interviewed for evaluation of the Culture Recovery Fund, attends roundtable with Lucy Powell MP, Shadow Secretary of State for Digital, Culture, Media and Sport, the Family Arts Campaign Project Board, and Ivors Composer Awards. Hanna Madalska-Gayer attends online workshops run by Pearle, DCMS Venues Steering Group, and Scottish Classical Sustainability Group. Fiona Harvey attended Music Mark conference. Chief Executive awarded OBE in New Year Honours.

JANUARY: Find Your Way training day. Scottish Members, Welsh Members, and impact of Omicron roundtable. CEO attends Creative UK meeting on the impact of Omicron. Fiona Harvey attends ABO/Orchestras Live/NPAG Music in Health event and Music Mark member event. Hanna Madalska-Gayer speaks at XTRAX forum on Brexit.

FEBRUARY: ABO Conference takes place in Glasgow and online. Scottish Members Meeting, and ABO Board Meeting. We welcome back Jenny Daly from maternity leave and say a fond farewell to Janet Marsden.

MARCH: Emergency member roundtables on the crisis in Ukraine, and Scottish Members meeting. The team meets with ACE's Fair & Inclusive Classical Music Data Sub-Group, LIVE group, DCMS Venues Steering Group, Classical Music roundtable with Shadow Arts Minister Barbara Keeley MP, APPG on Music Education, and attends a DCMS roundtable on the war in Ukraine, Scottish Parliament Cross Party Group on Music, EU performing arts sector social dialogue meeting, Pearle Excom and Music & Drama Education Expo Awards. CEO records a Culture Bar podcast and speaks at Hong Kong Arts Administrators Association seminar. Hanna Madalska-Gayer attends Pearle Gender Equality launch event.

CONNECTING

ABO Conference

The annual Conference, in association with Principal Media Partner **Classic FM**, Digital Media Partner for **Classical Music**, Charity Partner **Help Musicians** and International Partner **British Council**, took place in Glasgow and online from 9 -11 February 2022.

The Conference theme was Rebound. Speakers included Angus Robertson MSP, Cabinet Secretary for the Constitution, External Affairs and Culture; author, musician and social commentator Darren McGarvey; Gina Davidson, LBC Scotland Political Editor; Dr Dave O'Brien, Professor of Cultural and Creative Industries, University of Sheffield, Dr Anna Bull, Lecturer in Education and Social Justice, University of York; Paula Kemp, Head of Employer Engagement, Social Mobility Commission; Tarek Iskander, Artistic Director & CEO, Battersea Arts Centre; Elizabeth de Brito, musicologist and producer of The Daffodil Perspective; Pauline Black, Head of Music, University of Aberdeen; Deborah Keyser, Director, Ty Cerdd; John Wallace CBE, Chair, Music Education Partnership Group; Katie Razzall, Culture Editor, BBC News; Dame Susan Bruce, Chair, Royal Scottish National Orchestra; Phil George, Chair, Art Council of Wales; and Lord Mendoza, DCMS Commissioner for Cultural Recovery & Renewal.

Sponsors of the conference included artsjobsonline, British Association of Concert Halls, Incorporated Society of Musicians, Musicalchairs, Schiedmayer Celesta and Stagecast. We are also grateful to the Musicians' Union for providing financial support for attendance by musicians.

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

- put on **25** different sessions
- with **88** speakers / panellists
- to **429** delegates



Conference speaker Darren McGarvey with Gillian Moore OBE



Mark Pemberton, Chief Executive, ABO

Specialist Managers Meetings

Specialist Managers Meetings continued to form the backbone of the ABO's events programme, and the number of meetings and attendance increased during the year due to the Covid-19 crisis and shifting meetings online. 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.

Meetings for Chairs & Trustees, Chamber Orchestras, Contract Orchestras, Concert & Orchestra, Education, Finance, Fundraising, Marketing and Stage & Transport Managers, along with Opera & Ballet, Scottish and Welsh members took place during the year, and we held the first Artistic Planners meeting since 2007. Meetings throughout the year were well-attended, with **773** total attendees, and provided much-valued forums for discussing the impact of the pandemic on the sector.

During the year, members heard from a range of external speakers from organisations including Black Lives in Music, Circular Health, Marquee TV, City & Cambridge Consultancy, Cause 4, Purple 7 / TRG Arts, Nesta, Paul Hamlyn Foundation, PRS Foundation, The Audience Agency, Indigo Ltd, Department for Transport, and the Road Haulage Association.

We are hugely grateful to the chairs and co-chairs of the respective specialist manager groups for helping develop agendas and source external speakers:

- Artistic Planners – Stephen Maddock, *City of Birmingham Symphony Orchestra*
- Chairs & Trustees – David McKeith, *Hallé Orchestra*.
- Chamber Orchestras – Alfonso Leal del Ojo, *The English Concert* & Thorben Dittes, *Sage Gateshead*
- Concert & Orchestra Managers – Alex Walden, *BBC Concert Orchestra* & Phil Boughton, *Opera North*
- Education Managers – Steve Pickett, *Hallé Orchestra*
- Finance Managers – Ian White, *Scottish Chamber Orchestra*
- Fundraising Managers – Nick Brealey, *Britten Sinfonia*
- Opera & Ballet – Phil Boughton, *Opera North*
- Scottish Members – Jenny Jamison, *Scottish Ensemble* & Jo Buckley, *Dunedin Consort*
- Welsh Members – Peter Bellingham, *Sinfonia Cymru*
- Youth Ensembles – Sophie Lewis, *National Children's Orchestras of Great Britain*

The ABO also held an online Digital Summit in collaboration with BACH in July 2021 with 101 attendees.

Orchestral Connections

Throughout September we held an online symposium, Orchestral Connections, in partnership with Symphony Services International. This comprised four sessions with **257** total attendees zooming in from all over the world. The symposium was supported by the UK/Australia Season Patrons, the British Council, the Australian Government and Creative Partnerships Australia, through the Australia Cultural Fund as part of the UK/Australia Season 2021-22.

CHAMPIONING

Public Affairs

As well as providing advice, guidance and practical resources for members on a range of key issues, the ABO team continued to champion the value and role of British orchestras through our public affairs work, making the case to UK Government, the devolved administrations and the wider sector.

The ABO appointed Hanna Madalska-Gayer in the new role of Head of Policy and Communications in September 2021, to increase the team's capacity in managing the impact of urgent and complex public policy issues on our members, including Covid-19 and Brexit, as well as music education, access and sustainability.

The team have continued to meet regularly with Parliamentarians and representatives from the Government and funding agencies, and support and collaborate with wider cultural sector bodies, entertainment unions and campaign groups. This included organising an Orchestra Roundtable with Arts Minister Lord Parkinson and a Classical Music Roundtable with Shadow Arts Minister Barbara Keeley MP.

The ABO has worked tirelessly to support our members throughout the pandemic, providing guidance and clarification of Covid-19 protocols. We successfully made the case for sector funding support and sat on the DCMS working group, providing evidence of sector impact and input into Covid policy including workforce, audience and travel guidance. We continue to advocate for the long-term Government support needed for the sector's recovery.

The ABO has played an active role in engaging with the UK Government, the European Union and European partners on the challenges that Brexit poses for our members and its impact on international touring. Our advocacy work focuses on resolving issues of mobility – both inbound and outbound – of people and trucks, as well as customs and border control issues regarding carnets and CITES.

Advocacy work includes ABO submissions to Government consultations on behalf of our members, including the Department for Transport's consultation on specialist events hauliers operating in the EU under the Trade and Cooperation Agreement (TCA), the Department of Health and Social Care's consultation on COVID certification, and Culture, Media and Sport Select Committee inquiries.

The **All Party Parliamentary Group (APPG) on Classical Music** exists 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 the year on various issues. Guest speakers at APPG meetings this year included Tom Hansell, Projects & Partnerships Manager from The Monteverdi Choir and Orchestras in November 2021; and renowned percussionist Colin Currie in February 2022 – each focusing on the effects of Covid-19 and Brexit on their work. Several APPG members were able to enjoy concerts kindly offered to the APPG by the Southbank Centre, with members attending the Royal Philharmonic Orchestra's Elgar's Violin Concerto, Aurora Orchestra's Beethoven's 7th Symphony and the Philharmonia's Wagner's Ring in November 2021.

We have widened our reach, sharing our seasonal e-bulletin, **ABO News**, highlighting news and information on the activity of ABO members, with a growing network of parliamentarians and key stakeholders.

Communications

Libby Binks of Sharp Arts Media served as the ABO's press consultant during the year, during which time she raised press interest in Find Your Way, Sirens, board appointments, the ABO Conference, the annual awards, and the award of an OBE to the ABO's Chief Executive.

ABO/MU Casual Concert/Freelance Orchestral Agreement

The ABO continued to negotiate the ABO/MU Agreement through its working party comprised of Mark Pemberton and Janet Marsden, ABO; John Harte, Aurora Orchestra; Elaine Baines, City of London Sinfonia; Alexander van Ingen, Philharmonia; and Jo Buckley, Dunedin Consort. Negotiations were concluded successfully for an agreement commencing 1 October 2021.

Awards

The **ABO Award** is presented annually to the individual or institution considered by the members to have made the most important contribution to the orchestral life of the UK. At the annual conference dinner, the ABO was pleased to announce the **Kanneh-Mason Family** as the recipient of this prestigious award.

An **ABO Special Award** was presented to its Chief Executive **Mark Pemberton OBE** to mark his service to the ABO and the work he had done in guiding members through the dual challenges of Brexit and the pandemic.

ABO/Classical Music Awards were presented to **Julia Desbruslais**, Executive Director, London Mozart Players (Orchestra Manager of the Year), **Roger Wright**, Chief Executive, Britten Pears Arts (Concert Hall Manager of the Year) and **Atholl Swainston-Harrison**, Chief Executive, International Artist Managers' Association (Artist Manager of the Year). A special Commendation Award was presented to **Matthew Sims**, Head of Arts and Venues for Leeds City Council, in the category of Concert Hall Manager of the Year.

The 2021 **ABO/RPS Salomon Prize** was presented jointly to **Jamie Hutchinson**, Sub-Principal Violinist, Oxford Philharmonic Orchestra and **Beth Higham-Edwards**, Percussionist, London Chamber Orchestra. **Amy Thomas**, Tutti Viola, City of Birmingham Symphony Orchestra, received a special commendation.



ABO award winners with Classic FM presenter Myleene Klass

National Music Council and Music Education 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 the NMC's Chairman in December 2021. It is also a member of the Music Education Council.

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 Chief Executive attended its conferences online and then in person in Lucerne in October 2021. He also attended meetings of the Live Performance Sector Social Dialogue Committee in Brussels, which brings together employers' associations and trade unions from across the EU. Following the UK's departure from the EU, the ABO is no longer eligible to attend these meetings but was invited in order to speak to attendees on the impact of Brexit.

The ABO 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. With conferences shifting online due to the pandemic, the Chief Executive was able to attend and speak at Classical Next, League of American Orchestras and International Artist Managers Association events. Janet Marsden attended the IAMA Conference in Copenhagen on behalf of the ABO.

Website, Social Media and Update

The ABO's website continues to be an invaluable source of communication and information for members and the general public. Figures show that from 1 April 2021 to 31 March 2022 there were **66,596** visits from **33,664** unique visitors (an increase from last year's figure of 43,279 visits from 20,498 visitors) generating over **217,953** page views (previously 119,457). **53%** of users were from the UK, while the rest of from around the world. These figures 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 its **8,690** followers, and the hashtag for the ABO Conference was widely used by delegates as well as observers away from the conference. We have also increased activity on Facebook and LinkedIn, where we have **2,814** and **474** followers respectively.

The ABO continued to distribute its much-valued monthly members Update, supplemented by regular bulletins, and Education and Youth Ensemble e-bulletins.



Pre-dinner Reception



Pre-dinner Reception

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, City & Cambridge Consultancy and tax advice from Evelyn Partners.

Family Arts Campaign



The ABO is a member of the Family Arts Campaign consortium and is represented on the Project Board. The Campaign is an Arts Council England Sector Support Organisation, with The Albany as the accountable body. Work on core activity continued, including promotion of the Family Arts Standards and Age-Friendly Standards quality mark. The Campaign delivered a programme of online learning opportunities in the past year, focusing on building skills and development to build better family arts work post-pandemic, including a digital conference in November 2021. In addition, the ABO has

supported the Campaign in its regional networks programme, whereby six Family Arts Ambassadors work at a local level across the UK to develop community family work.

The ABO will continue to support the Campaign in its redevelopment as an independent company as it applies to become an Investment Principle Support Organisation within ACE's Let's Create portfolio for 2023-2026.

Professional Development

The ABO was unable to run its regular training courses due to the pandemic.



Orchestra Manager of the Year, Julia Desbruslais

Leadership Programme: Find Your Way 2021-22

The 2020-21 Find Your Way (FYW) programme finished with the residential course at Snape Maltings, 6-8 August 2021, which was the first in-person meeting for the cohort on the 2020-21 programme. Over the summer the ABO put out an open call for applications to the 2021-22 programme: eleven applications were received, and following zoom interviews of all eleven, six participants were selected. The 2021-22 programme was again jointly led by Richard Wigley, Wigley Arts Management and leadership trainer Andy Beaumont, with Fiona Harvey, the ABO's Education & Youth Ensembles Consultant as project manager. The ABO is grateful to Help Musicians, the Vernon Ellis Foundation and the ABO Trust for their continued funding of Find Your Way.

In 2021, we continued the new buddy system for the participants, who were matched with FYW Alumni to be given support throughout the programme. The full list of participants, mentors and buddies is:

Participant	Mentor	Buddy
Gordon Bragg, Sub-principal second violin, Scottish Chamber Orchestra	David Burke, Chief Executive, London Philharmonic Orchestra	Ruth Millar, Deputy Fundraising Manager, Ulster Orchestra
Ellie Carnegie Brown, Executive Producer, Multi-Story Orchestra	Michael Eakin, Chief Executive, Royal Liverpool Philharmonic	Richard Collins, Head of Programming, Royal Northern College of Music
Miriam Crozier, Marketing & Communications Manager, Ulster Orchestra	Annie Lydford, Chief Executive, Nevill Holt Opera	Jo Johnson, Senior Marketing Manager, Digital Communications, London Symphony Orchestra
Becky Eldridge, Orchestra and Concert Manager, Orchestra of the Swan	Bill Chandler, Orchestra Director, BBC Concert Orchestra	Hannah Muddiman, Planning and Tours Manager, City of Birmingham Symphony Orchestra
Hattie Rayfield, Outreach Programme Manager and Development Officer, London Chamber Orchestra	Sophie Lewis, Chief Executive, National Children's Orchestras of GB	Toks Dada, Head of Classical Music, Southbank Centre
Tammo Schuelke, Artistic Planning Manager, Royal Scottish National Orchestra	Stephen Maddock, Chief Executive, City of Birmingham Symphony Orchestra	Jeongmin Kim, Artist Manager, KonzertDirektion Hans Ulrich Schmid UK

The mentors met with Andy Beaumont in early October; two of the mentors are FYW Alumni. The group's first meeting took place in October with James Ainscough, CEO, Help Musicians as guest speaker. The second meeting took place online in December, when the group met with Kathryn McDowell, Managing Director, London Symphony Orchestra and Lydia Connolly, Director, Harrison Parrott. Richard Wigley held one-to-one meetings with participants during October/November. A third group meeting took place in January at Bristol Beacon hosted by its CEO Louise Mitchell, where the guest speaker was Sophie Lewis, Managing Director, National Children's Orchestras. For the first half of the meeting the cohort were joined by thirteen FYW Alumni. The cohort curated a session at the ABO Conference in February, titled 'Rebound: Find Your Way', exploring what it means to be a good leader and questioning whether the pandemic has changed the way we lead. Two informal catch-up meetings were held online in November and January. We have continued to hold Zoom meetings for the FYW Alumni network which now includes 90 people.

The residential course was planned for 22-24 April 2022. The 2021-22 "Essentials of Find Your Way" was also planned for June and July 2022.

Leaders Retreat

The ABO held a retreat at Snape Maltings in September 2021 for eleven CEOs of orchestras, generously hosted by Roger Wright, CEO, Britten Pears Arts. Led by Andy Beaumont, leadership trainer, participants focussed on the tools needed to rebuild resilience, personal, organisational and sectoral. A further 10 people expressed interest and the ABO aims to hold another retreat in 2022.

EDUCATION & YOUTH ENSEMBLES PROGRAMME

The bi-annual Specialist Manager Meetings of Education Managers were held online. They continue to enable members to share their work and hear from guest speakers, representing participants in orchestral education projects or those who work with the participants such as teachers.

In June 2021 our guest speaker was Barbara Eifler, CEO, Making Music on their Adult Music Learning Manifesto (<https://www.makingmusic.org.uk/campaigns-and-advocacy/adult-music-learning-manifesto-2020>); Becky West, Regional Producer-North, Orchestras Live on their 'Classically Yours' 4 year impact report (<https://www.orchestraslive.org.uk/projects/classically-yours>); and Bridget Whyte, CEO, Music Mark and Peter Garden, Executive Director – Performance and Learning, Royal Liverpool Philharmonic on the recently published Model Music Curriculum

The November 2021 meeting included guest speakers Susannah Simons, Marquee TV, who talked about potential opportunities for orchestras' learning and participation programmes on new digital channels, and Bridget Whyte, Music Mark who gave a comprehensive overview of music education in all four UK nations

Music & Health

Following the launch of the 'Orchestras in Healthcare' report, the ABO continued to work in partnership with Orchestras Live and City of London Sinfonia, with the National Performance Advisory Group (NPAG) for Arts, Design and Heritage in Healthcare. NPAG's members run arts programmes in hospitals. They carried out a survey of NPAG members' work with orchestras and this resulted in a joint event held in January 2022, with over 100 people signed up. The event aimed to enable an exchange of information and to introduce orchestra and health colleagues to each other. The ABO is a strategic member of the Culture, Health and Wellbeing Alliance

Youth Ensembles

The bi-annual meetings for youth ensembles began in November 2021, chaired by Sophie Lewis, Managing Director, National Children's Orchestras of GB. An initial catch-up meeting had been held in June.

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

- Culture, Health and Wellbeing Alliance Conference
- Orchestras Live webinar, 'Civic Purpose – Returning to normal, do we want to?'
- APPG for Music Education. Topics discussed included the continued adverse impact of COVID-19, and the Model Music Curriculum.
- APPG for Classical Music, with a focus on singing.
- League of American Orchestras Conference, Education and Community Engagement Constituency meetings.
- Music Education Council (AGM) Seminar: Music Education: 'Ten Years On' a strategic review, and MEC AGM
- League of American Orchestras' Equity in Classical Music' meeting
- Music Education Partnership Group (MEPG) Scotland meeting
- Music Mark Conference, Brighton, theme: 'Fast Forward; Technology and Music Education.

British Council International Mentoring Programme

Following the ABO Conference, the British Council worked with the ABO on implementation of an International Mentoring programme for emerging leaders. A selection process took place in March 2021 and the following participants were matched with their mentors:

Participant	Mentor
Marika Karalashvili, Orchestra Manager, Tbilisi Youth Orchestra	Sophie Lewis, Managing Director, National Children's Orchestras of GB
Jelena Milasinovic, PR Manager, Belgrade Philharmonic Orchestra	Alistair Mackie, CEO, Royal Scottish National Orchestra
Evica Taseska Karanfilova, Programme Manager, National Opera & Ballet (North Macedonia)	Peter Harrap, Chorus and Orchestra Director, Welsh National Opera
Francisco Varela, General & Artistic Manager, National Symphony Orchestra of Argentina	James Williams, Managing Director, Royal Philharmonic Orchestra

The four participants were invited to attend the ABO Conference in Glasgow. Health concerns, and visa delays meant that two were not able to attend in person, but instead joined the online conference. Jelena Milasinovic and Francisco Varela attended in person.

The programme was an overwhelming success and will be continued with British Council support in 2022/23.

ABO TRUST

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.

Sirens

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. The fund has an annual end of February deadline. In 2021, we extended the deadline to the end of July and six awards were made as follows:

- The Hallé: Florence Price 'Ethiopia's Shadow in America'
- National Orchestras For All: Augusta Holmès 'Andromède'
- Nevis Ensemble: Grace Williams 'Sea Sketches'
- Royal College of Music: Mary Lou Williams and arranged by Laura Jurd 'Zodiac Suite'
- Royal Scottish National Orchestra: Grażyna Bacewicz 'Divertimento for Strings/Divertimento Na Smyczki (1965)'
- Ulster Orchestra: Augusta Holmès 'La Nuit et L'amour'

Due to COVID-19 some of these works that were due to be performed in 2021 were postponed, and each orchestra revised plans for performances at later dates.

FINANCE

The ABO made a surplus for the year ended 31 March 2022 of £23,908. This resulted in reserves increasing to £279,243. Income was better than expected, with retention of, and growth in, membership subscriptions, a shift to pay-to-attend digital events, and higher than expected attendance at the hybrid conference.

MEMBERSHIP

The ABO continued to see huge loyalty from its members, with minimal cancellation of subscriptions, and a number of new and returning members.

Manchester Collective, Sinfonia of London and Solomon's Knot became new members whilst Orchestra of St Johns and English Sinfonia returned (Full). Bath Festival Orchestra, Scottish National Jazz Orchestra and Cyprus Symphony Orchestra joined as Associate members. Brass Bands England and Music at Oxford joined as Affiliate members, Tutti as Corporate Members, Muzikfermata as Sole Trader member and Thistle Music returned as a Sole Trader. A full membership list as at the end of the financial year is included in this Annual Review.



ABO Conference Dinner

GOVERNANCE

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

An Extraordinary General Meeting took place on 22 June at which **Jo Buckley**, *Chief Executive, Dunedin Consort* and **Paul Philbert MBE**, *Principal Timpanist & Player-Director, Royal Scottish National Orchestra*, were elected to the board.

The AGM on 30 November saw the retirement of **Peter Bellingham**, *Chief Executive, Sinfonia Cymru*, with **Lisa Tregale**, *Director, BBC National Orchestra of Wales* elected to fill the vacancy.

Following an open call for candidates, **Leslie Kwan**, *Founder and Managing Director, The Monarch Network* and **Chris Loughran**, *Senior Policy & Advocacy Advisor, The HALO Trust*, were co-opted to the board in February 2021, and were re-appointed in November alongside **Ellen Gallagher**, *Hamlins LLP* and **Linda Merrick**, *Royal Northern College of Music*.

The ABO is grateful to **Laurie Watt**, *former Senior Counsel at Charles Russell Speechlys*, for his support as the Association's *Honorary Legal Adviser*.

STAFF

Mark Pemberton continued to serve as *Chief Executive*, **Jenny Daly** as *Membership & Operations Manager* and **Emily Singh** as *Office & Events Administrator*. During the year Jenny Daly took maternity leave, during which time her position was filled by Janet Marsden.

Hanna Madalska-Gayer was appointed to the new post of *Head of Policy & Communications* in September 2021.

The staff were supported by **Fiona Harvey**, *Education & Youth Ensembles Consultant*; **Chris Wright**, *Finance Consultant*; and **Libby Binks**, *Sharp Arts Media*.



Conference speaker Angus Robertson MSP with Gina Davidson, LBC Scotland Political Editor

ABO MEMBERSHIP 2021/22

FULL MEMBERS

Those professional orchestras and ensembles which have existed for not less than two years in the UK, and have undertaken no fewer than 24 public performances, entitled to all services and discounts and having a vote at General Meetings.

Academy of Ancient Music	Orchestre Révolutionnaire et Romantique
Academy of St Martin in the Fields	Orpheus Sinfonia
Arcangelo	Oxford Philharmonic Orchestra
Aurora Orchestra	Philharmonia Orchestra
Bath Philharmonia	Red Note Ensemble
BBC Concert Orchestra	Royal Liverpool Philharmonic
BBC National Orchestra of Wales	Royal Philharmonic Concert Orchestra
BBC Philharmonic Orchestra	Royal Philharmonic Orchestra
BBC Scottish Symphony Orchestra	Royal Scottish National Orchestra
BBC Symphony Orchestra	Sage Gateshead (Royal Northern Sinfonia)
Birmingham Contemporary Music Group	Scottish Chamber Orchestra
Bournemouth Symphony Orchestra	Scottish Ensemble
Brighton Philharmonic Orchestra	Sinfonia Cymru
Britten Sinfonia	Sinfonia of London
Chineke! Foundation	Sinfonia Verdi
City of Birmingham Symphony Orchestra	Sinfonia Viva
City of London Sinfonia	Solomon's Knot
Dunedin Consort	Southbank Sinfonia
English Baroque Soloists	The English Concert
English Sinfonia	The Glasgow Barons
English Symphony Orchestra	The Hallé
Gabrieli Consort & Players	The Hanover Band
La Serenissima	The Mozartists
London Chamber Orchestra	The Sixteen
London Contemporary Orchestra	Ulster Orchestra
London Handel Orchestra	
London Mozart Players	Opera/Ballet Orchestras
London Philharmonic Orchestra	Orchestra of English National Ballet
London Sinfonietta	Orchestra of English National Opera
London Symphony Orchestra	Glyndebourne on Tour Orchestra
Manchester Camerata	Northern Ballet Theatre Orchestra
Manchester Collective	Orchestra of Opera North
Monteverdi Choir and Orchestras	Royal Ballet Sinfonia (Birmingham Royal Ballet)
Northern Chamber Orchestra	Orchestra of the Royal Opera House
Orchestra of the Age of Enlightenment	Orchestra of Scottish Opera
Orchestra of the Swan	Orchestra of Welsh National Opera

ASSOCIATE MEMBERS

Those orchestras that have been in existence for less than two years or have given less than 24 professional public performances in the UK; non-UK professional orchestras; conservatoires; national and local youth orchestras.

Bath Festival Orchestra	Orchestras for All
Bristol Plays Music	Oxfordshire County Music Service
Chamber Orchestra of Europe	Royal Academy of Music
Chetham's School of Music	Royal College of Music
Congleton Youth Orchestra	Royal Conservatoire of Scotland
Cyprus Symphony Orchestra Foundation	Royal Northern College of Music
Digital Orchestra (Drake Music)	Royal Welsh College of Music and Drama
East Dunbartonshire Music Service	RTÉ National Symphony Orchestra
English Folk Dance and Song Society	Scottish National Jazz Orchestra
Guildhall School of Music and Drama	Severn Arts
Hallé Youth Orchestra	Singapore Symphony Orchestra
Highgate School	Snape Maltings
Iceland Symphony Orchestra	Stoneleigh Youth Orchestra
Irish Association of Youth Orchestras	Thames Youth Orchestra
National Children's Orchestras of Great Britain	The Paraorchestra and Friends
National Open Youth Orchestra	The Szilvay Foundation & Colourstrings
National Opera Studio	Trinity College Junior Dept Symphony Orchestra
National Schools Symphony Orchestra	Trinity Laban Conservatoire of Music and Dance
National Youth Orchestra of Great Britain	Ulster Youth Orchestra
National Youth Orchestras of Scotland	University of Birmingham Music Department
National Youth String Orchestra	Wells Cathedral School
Nevis Ensemble	Westmorland Youth Orchestra
Oasby Music Group	



AFFILIATE MEMBERS

Those organisations involved with the presentation, support and commissioning of the work of the Association and its full members, such as funding agencies, broadcasters, festivals and venues.

Arts Council England, and nine regional offices	Music at Oxford
Associated Board of the Royal Schools of Music	Music For Youth
Barbican Centre	Music in the Round
BBC Proms	Opera & Music Theatre Forum
BBC Radio 3	Orchestras Live
Brass Bands England	Royal Albert Hall
Bristol Beacon (formerly Bristol Music Trust)	Royal Philharmonic Society
British Arts Festivals Association	Saffron Hall Trust
British Council	Southbank Centre
Cadogan Hall	Spitalfields Festival
Children's Classic Concerts	St David's Hall
Classic FM	St John's, Smith Square
Garsington Opera	Music Mark
Help Musicians	Three Choirs Festival
Incorporated Society of Musicians	Town Hall & Symphony Hall, Birmingham
Live Music Now Scotland	Wigmore Hall
Making Music	

CORPORATE MEMBERS

Other interested parties and commercial organisations that support the work of the Association and its members

2434.com Ltd	Orchestras Canada
Action for Children's Arts	Oxford University Press
Arts Marketing Association	Pulleyn Orchestra Transport
Askonas Holt Ltd	Rock-it Cargo
Black Cat Music	Tilney, Smith & Williamson
Boomerang Carnets	SOS Global
Cameron Mackintosh Ltd	Sound Sense
China Symphony Development Foundation	Sound Space Vision
Hal Leonard Europe Limited	Specialised Travel Ltd
HarrisonParrott	Stagecast Ltd
IMG Artists	Symphony Services International
Intermusica Artists' Management	The Musicians Answering Service
International Artist Managers' Association	The Ivors Academy (formerly BASCA)
La Playa	Tutti
League of American Orchestras	Young Classical Artists Trust

SOLE TRADER MEMBERS

Anna Rowe

Marion Friend MBE

Muzikfermata Ltd

Trudy Wright Executive Coaching & Music Consultancy

Thistle Music

VLT Legal Services

HONORARY MEMBERS

By invitation of the ABO Board

Andrew Bennett

Simon Crookall

Trevor Ford

Sir Clive Gillinson

Michael Henson

Antony Lewis-Crosby

Ian Maclay

Roy McEwan OBE

Edward Smith

John Summers OBE

Malcolm Warne Holland

Timothy Walker CBE AM

Laurie Watt

David Whelton OBE

ABO BOARD

Phil Boughton

Director of Orchestra & Chorus

Opera North

Jo Buckley

Chief Executive

Dunedin Consort

Thorben Dittes

Director, Royal Northern
Sinfonia and Classical Music
Programme

Sage Gateshead

Ellen Gallagher

Associate

Hamlins LLP

Jenny Jamison

Chief Executive

Scottish Ensemble

Leslie Kwan

Managing Director

The Monarch Network

Chris Loughran

Senior Policy & Advocacy
Advisor

The HALO Trust

Professor Linda Merrick

Principal

Royal Northern College of Music

Paul Philbert MBE

Principal Timpanist

Royal Scottish National Orchestra

Lisa Tregale

Director

BBC National Orchestra of Wales

Simon Webb (*chair*)

Director

BBC Philharmonic Orchestra

James Williams

Managing Director

Royal Philharmonic Orchestra

ABO STAFF

Jenny Daly

Membership & Operations Manager

Hanna Madalska-Gayer

Head of Policy and Communications

Mark Pemberton OBE

Chief Executive

Emily Singh

Office & Events Administrator

Fiona Harvey

Education & Youth Ensembles Consultant

Chris Wright

Finance Consultant



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**ABO Trust, British Council, Classic FM,
Help Musicians, Vernon Ellis Foundation**

