

ABO

ASSOCIATION OF BRITISH ORCHESTRAS

ABO Annual Conference London

ROYAL FESTIVAL HALL

4-6 February
2026

PRINCIPAL MEDIA PARTNER

CLASSIC *f*M

INTERNATIONAL PARTNER



HOSTED BY

**SOUTHBANK
CENTRE**

IN PARTNERSHIP WITH ITS
SIX RESIDENT ORCHESTRAS

ABO CONFERENCE WELCOME

As Chair of the Association of British Orchestras, and on behalf of the ABO Board, I am delighted to welcome you to our 2026 conference.

My thanks go to Elaine Bedell, Mark Ball, Toks Dada and the Southbank Centre team for hosting us at this iconic venue. It is wonderful to be back in London for the first time since 2014.

Much has happened since we last gathered in Gateshead. We have seen the publication of the Hodge Review into the role and effectiveness of Arts Council England, the Department for Education's Curriculum and Assessment Review, and the final development of the English Devolution and Community Empowerment Bill, due to become law this spring.

There are important positives to recognise. The Hodge Review reaffirmed the value of Arts Council England and, critically, the arm's-length principle. The proposed end of the E-Bacc marks a significant step away from a policy that has contributed to the suppression of creativity in state schools. There is also renewed recognition of the creative industries' vital role in supporting local identity, placemaking and growth across England.

However, the challenges remain real. Ongoing constraints on public spending and rising costs continue to put pressure on our financial models. At the same time, meaningful investment in teaching and a strategic, proactive approach to arts education will be essential if the government is to realise its ambitions for children and young people.

As devolution accelerates, it is imperative that we make the case for orchestras clearly and convincingly, grounded in evidence: our contribution to regional and national growth, our place within the wider creative industries ecosystem, and our specific role in fostering identity, civic pride and place.

This year's conference programme is designed to help us explore and navigate these issues. Thursday's Question Time debate will undoubtedly bring the current context into sharp focus, while discussions around artistic decision-making, power sharing, vision and purpose will run throughout the three days.

I am grateful to the Southbank Centre's six resident orchestras for their performances during the conference, showcasing the brilliance, versatility and innovation of our sector today.

Finally, my thanks to ABO Chief Executive Judith Webster and the ABO team, our conference supporters Classic FM and the British Council, and the Musicians' Union for supporting musicians to attend.

I hope you enjoy the next few days, meeting old and new friends, learning together, and leaving inspired and motivated. Thank you for being here and for your continued support of the ABO.



Sophie Lewis
Chair, Association of British Orchestras
Chief Executive, National Children's Orchestras of Great Britain

FROM THE CEO

As regular ABO Conference attendees will have noticed, of late we have chosen not to have a specific theme for the annual gathering of the classical music industry. However, being in London and across the river from the Houses of Parliament offers a fantastic opportunity to actively engage policy makers in the live issues which concern our sector. The ABO will be hosting a reception at No. 11 Downing Street on the eve of the Conference, we will be joined by Arts Minister Rt Hon Ian Murray MP on the Conference First Night, in conversation with Classic FM presenter Ritula Shah, and we are pleased to have a healthy number of parliamentarians involved directly in Conference sessions. Don't miss Thursday's sessions on navigating political polarisation, devolution and our very own Question Time.

The curation of this year's conference started by an invitation to share the 'burning questions' ABO members wanted debated. As a result, we are presenting thorny issues, with perspectives from beyond our sector. This must be the first conference in

a while without a special session on Equity, Diversity and Inclusion. Don't be fooled into thinking this is therefore off the agenda... Our aim is to integrate an inclusive approach to everything we do and to continually strive to represent a range of people and voices across our programmes. We have less 'show and tell' sessions this year, but instead you can take part in a Deep Dive on artistic decision-making and the work produced. Who calls the shots and for whom? This will be followed on Thursday evening by performances from Southbank Centre's six resident orchestras – all on one night!

Finally, I would like to offer my heartfelt thanks to this year's Conference Working Group – who have contributed so much to the curation of the 2026 ABO Conference. They are: Sarah Bardwell (Royal Philharmonic Orchestra), Lloyd Coleman (Composer/Paraorchestra), Toks Dada (Southbank Centre), Sarah Derbyshire (Orchestras Live), Thorben Dittes (Philharmonia Orchestra), Sarah Price (Liverpool University) and Kate Whitley (Multi-Story Orchestra).



Judith Webster
Chief Executive, Association of British Orchestras

A MESSAGE FROM OUR HOST

Welcome to the Southbank Centre and to the annual ABO Conference. In our 75th anniversary year, it's a privilege to welcome so many people whose work shapes orchestral music in this country.

We are proud to be the UK's home of classical music. There is nowhere else where the art form lives at this scale, and with such public openness. Uniquely, we are home to six Resident Orchestras, who – together with our visiting artists and ensembles – represent extraordinary artistic range, excellence and ambition, helping to make the Southbank Centre one of the most vibrant classical music ecosystems anywhere in the world. They have worked with us to shape elements of the conference programme, and, for the first time, will all be performing at the same event: Classical Mixtape: A Live Takeover.

With our position comes responsibility. Ensuring a rich and exciting future



Mark Ball
Artistic Director of the
Southbank Centre

for orchestral music means far more than preserving tradition. It means creating the conditions for continuous evolution – investing in new audiences, championing new voices and creating new formats – to ensure the art form remains relevant, vital and open to the world around it.



Toks Dada,
Head of Classical Music of the
Southbank Centre

The ABO Conference matters because it brings those shared responsibilities into focus. We hope you have a wonderful conference and you leave feeling supported and emboldened for the work ahead.

DOWNLOAD OUR CONFERENCE APP!

View the conference programme and curate your personal schedule, create a delegate profile page, take part in live polls and Q&As, view speaker biographies, meet our supporters, connect with other delegates, and more all from within the ABO's Conference App, provided by CrowdComms Event Software.

When prompted enter the code: **abo2026** and sign in with the email used to register for the conference. Download CrowdComms from your app store



Using an older device, or a PC/laptop? Access the app from your browser via the link below:

<https://crowdcomms.com/abo2026>

Having trouble using the app? Speak to one of the ABO team at the registration desk.

AT A GLANCE

WEDNESDAY 4 FEBRUARY SOUTHBANK CENTRE

12:30	Registration & ABO Marketplace Queen Elizabeth Hall Foyer <i>Tea & coffee served</i>
14:00 - 14:30	Official Opening & Welcome Queen Elizabeth Hall
14:30 - 15:15	Opening Afternoon – Vision, Mission or Purpose Queen Elizabeth Hall
15:15 - 15:45	Networking Break & ABO Marketplace Queen Elizabeth Hall Foyer <i>Tea & coffee served</i>
15:45 - 17:00	Opening Afternoon (Continued) – What Does Your Mission Say About You? Queen Elizabeth Hall
19:00 - 22:00	Conference ‘First Night’ Reception and Supper Including ‘In Conversation with’ Arts Minister Rt Hon Ian Murray MP & presentation of the ABO Awards Queen Elizabeth Hall Foyer

THURSDAY 5 FEBRUARY SOUTHBANK CENTRE

9:00	Registration & ABO Marketplace Queen Elizabeth Hall Foyer <i>No refreshments during morning registration</i>	
9:45 - 10:00	Opening Session Queen Elizabeth Hall	
10:00 - 11:15	Deep Dive – Who Calls the Shots and for Whom? (Double session) Queen Elizabeth Hall	Session 1 – Creative Health Purcell Room
	Networking Break & ABO Marketplace Queen Elizabeth Hall Foyer <i>Tea & coffee served</i>	
11:15 - 11:45	Deep Dive (Continued) Queen Elizabeth Hall	
11:45 - 13:00	Session 2 – Education Purcell Room	Session 3 – Politics and Polarisation Queen Elizabeth Hall
13:00 - 14:00	Lunch & ABO Marketplace Queen Elizabeth Hall Foyer <i>Hot buffet lunch</i>	
14:00 - 15:30	Session 4 – Devolution Purcell Room	Session 3 – Politics and Polarisation Queen Elizabeth Hall
15:30 - 16:00	Networking Break & ABO Marketplace Queen Elizabeth Hall Foyer	
16:00 - 17:00	Question Time Queen Elizabeth Hall	
18:00 - 19:00	Pre-performance reception hosted by the Southbank Centre for conference delegates	
19:00	Evening Performance - Classical Mixtape: A Live Takeover Southbank Centre, various venues	

FRIDAY 6 FEBRUARY SOUTHBANK CENTRE

9:00	Registration & ABO Marketplace Queen Elizabeth Hall Foyer <i>No refreshments during morning registration</i>	
10:00 - 11:15	Session 1 – The Orchestral Future – AI for Culture Queen Elizabeth Hall	Session 2 – Environmental Sustainability Purcell Room
	Networking Break & ABO Marketplace Queen Elizabeth Hall Foyer <i>Tea & coffee served</i>	
11:15 - 11:45	Session 3 – Classical Cut Through Queen Elizabeth Hall	
11:45 - 13:00	Session 4 – Power Sharing Purcell Room	Session 3 – Classical Cut Through Queen Elizabeth Hall
13:00 - 14:00	Lunch & ABO Marketplace Queen Elizabeth Hall Foyer <i>Cold sandwich lunch</i>	
14:00 - 15:15	Closing Session: Creating Orchestral Theatre – Aurora Orchestra’s Far, Far Away Series Purcell Room	
15:15 - 15:30	Closing Speeches Purcell Room	
15:30	Conference Ends	

2026 CONFERENCE SCHEDULE

WEDNESDAY 4 FEBRUARY

12:30-14:00 **REGISTRATION & ABO MARKETPLACE**
QUEEN ELIZABETH HALL FOYER
Tea & coffee served

14:00-14:30 **OFFICIAL OPENING & WELCOME**
QUEEN ELIZABETH HALL

WELCOME SPEECHES

Sophie Lewis, Chair, Association of British Orchestras & Chief Executive, National Children's Orchestras of Great Britain, and **Mark Ball**, Artistic Director of the Southbank Centre, open the 2025 Conference.

Judith Webster, Chief Executive, Association of British Orchestras welcomes delegates and reflects on 2025.

14:30-15:15 **OPENING AFTERNOON**
QUEEN ELIZABETH HALL

VISION, MISSION OR PURPOSE

Do the words vision and mission put a spring in your professional step or remind you it's time for a nap? As a sector, we tend to get pretty hung up on all this but what does it all really mean and why does it matter? In this session we'll take a look at how orchestras articulate their vision, mission and values today and how this relates to excellence and purpose.

Led by **Sophie Lewis**, ABO Chair, and with inspiration and insight from **Anthony Roth Costanzo**, General Director and President of Opera Philadelphia, the opening session is designed to inspire orchestras to articulate purpose - a deeply rooted reason for existing beyond survival - and explore how this principle works in practice.

15:15-15:45 **NETWORKING BREAK & ABO MARKETPLACE**
QUEEN ELIZABETH HALL FOYER
Tea & coffee served



15:45-17:00

OPENING AFTERNOON – Continued
QUEEN ELIZABETH HALL

WHAT DOES YOUR MISSION SAY ABOUT YOU?

Hosted by **Thorben Dittes**, Chief Executive of the Philharmonia Orchestra, volunteers from the sector will be quizzed on how their mission really aligns with purpose, social impact, business model and the everyday running of an orchestra. They are **Andrew Burke**, Chief Executive and Artistic Director, London Sinfonietta; **Emma Stenning**, Chief Executive, CBSO; **Catherine Arlidge**, Director of Artistic Planning, CBSO; and **Rory Jeffes**, Strategic Advisor, United Arab Emirates National Orchestra.

17:00

SESSIONS END

19:00-22:00

Conference 'First Night' Reception and Supper
QUEEN ELIZABETH HALL FOYER
Drinks reception supported by the British Council



The evening will include an informal *'In Conversation with'* Arts Minister Rt Hon Ian Murray MP hosted by Classic FM Presenter **Ritula Shah**.

We'll also be announcing the winner of the prestigious ABO Award, and the ABO Impact Awards, hosted by ABO Principal Media Partner Classic FM with **Ritula Shah**.

CLASSIC *fm*



RNS Nil Venditti
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THURSDAY 5 FEBRUARY

09:00

REGISTRATION & ABO MARKETPLACE

QUEEN ELIZABETH HALL FOYER

No refreshments during morning registration

Morning Format

In this year's evolving conference format, delegates are invited to choose between two stand-alone sessions or a double Deep Dive session, which will explore a key sector issue in depth through presentations, provocations from diverse speakers, and informal discussions throughout the morning. These discussions will be led by colleagues representing the wider sector.

09:45 - 10:00

OPENING SESSION

QUEEN ELIZABETH HALL

Judith Webster, Chief Executive, Association of British Orchestras

10:00 - 11:15

DEEP DIVE – Who calls the shots and for whom?

A Deep Dive into artistic decision-making and the work produced
QUEEN ELIZABETH HALL

When it comes to artistic decision-making, who calls the shots and for whom? This interactive double session will explore a range of artistic decision-making models and creative processes, how they impact the work we produce and the people we reach.

How do artistic leadership models influence the work on stage? What are the drivers behind artistic decision-making? Do different models create innovation or institutional inertia? And what can organisations working at different scales, and in different contexts, learn from each other?

Join in the debate in this double session which will be facilitated by **Toks Dada**, Head of Classical Music of the Southbank Centre; **Thorben Dittes**, Chief Executive, Philharmonia Orchestra; and **Kate Whitley**, Artistic Director, The Multi-Story Orchestra.

10:00 - 11:15

SESSION 1 - Creative Health

PURCELL ROOM

Orchestras and other arts organisations are already transforming lives through creative health, from hospital wards to community wellbeing projects, yet much of this impact remains under-recognised in policy and commissioning. Connecting policymakers with grassroots delivery, this session explores how we can move from inspiring examples to system-wide change. Drawing on the recommendations of the Creative Industries Council's Health and Wellbeing Forum report, we ask how seriously policymakers take this work and how to connect them with everyday impact at grassroots level so that its full potential can be realised. What might that look like?

Chaired by **Thahmina Begum**, Artist-Researcher and Art Psychotherapist and Co-Chair, Culture, Health and Wellbeing Alliance, with speakers including **Laura Waters**, Head of Arts, University Hospitals of Derby and Burton NHS Foundation Trust and Director, National Arts in Hospitals Network (NAHN); **Charlotte Osborn-Forde**, Chief Executive, National Academy for Social Prescribing; **Dr Simon Opher MP**, Chair, Creative Health APPG; **Fiona Lambert**, Joint CEO (Acting) and Director of Participation, City of London Sinfonia; and **Alex Brierley**, Director of Creative Engagement of the Southbank Centre.

11:15-11:45

NETWORKING BREAK & ABO MARKETPLACE

QUEEN ELIZABETH HALL FOYER

Tea & coffee served

11:45-13:30

DEEP DIVE – Continued

Discussions continue after the break.

11:45-13:00

SESSION 2 – Education

Supported by Carnegie Hall's Link Up programme

CARNEGIE HALL
Weill Music Institute

PURCELL ROOM

Orchestras make a huge contribution to music education at every stage, reaching around one million children and young people each year. Following the government's curriculum review and the creation of a National Centre for Arts and Music Education, this is a key moment to take stock of the implications and opportunities for UK orchestras.

This interactive session will help identify the government's strategic priorities for music education and consider how the orchestral sector can best contribute. You may come away feeling that what you are doing is spot on, needs some adjustment, or could move in an entirely new direction. Our panel of experts will guide us through.

Sophie Lewis will chair this session, with speakers including **Dame Rachel de Souza**, Children's Commissioner for England; **Dr Adam Whittaker** and **Dr Anthony Anderson**, Birmingham City University; and **Jillian Barker**, Director of Learning and Participation, Royal Ballet & Opera.

13:00-14:00

LUNCH & ABO MARKETPLACE

QUEEN ELIZABETH HALL FOYER

Hot buffet lunch



CCC © Acorns to Oaks
Max McGregor

14:00-15:30

SESSION 3 – Politics and Polarisation
QUEEN ELIZABETH HALL

How can orchestras navigate an increasingly politicised landscape and a polarised social and political climate?

From programming works by controversial composers and presenting performers with explicit political viewpoints, to managing public reactions and protests – whether directed at performers, repertoire, or the use of a performance to make a statement – this session explores how to operate in a highly politicised world.

Our panel will discuss the spectrum of responses, from taking the path of least resistance and avoiding controversy altogether to managing a political crisis in real time. This open debate will share experiences and consider the role of orchestras as activists or bystanders. Where do you draw the line?

Chaired by **Sarah Bardwell**, Managing Director, Royal Philharmonic Orchestra with speakers including **Rachel van Walsum**, Executive Chair, Maestro Arts; **Jessica Duchon**, classical music critic, author and librettist; and **Simon Webb**, BBC Head of Orchestras and Choirs; and **Katy Hamilton**, writer, lecturer and broadcaster.

14:00-15:30

SESSION 4 – Devolution
PURCELL ROOM

As combined and mayoral authorities gain greater powers, what does this shift mean for the future of arts and culture across the UK? This session explores how devolved decision-making can strengthen sector unity, better reflect local priorities, and influence national policy. Drawing on existing models, we will examine the challenges and consider how well represented we feel as a sector in an age of reform. What can we learn from different regional and national approaches?

Professor **Katy Shaw**, author of the APPG Inquiry report *The Case for Culture* on how to rebuild, rebalance and recover cultural production post-Covid, will host this interactive panel discussion. Speakers include **Dougie Scarfe**, Chief Executive, Bournemouth Symphony Orchestra; **Fran Hegyi**, Chief Executive, Edinburgh International Festival; **Claire Mera-Nelson**, Director, Music, Arts Council England; and **Mat Flynn**, Director, Music Futures, Liverpool.

15:30-16:00

NETWORKING BREAK & ABO MARKETPLACE
QUEEN ELIZABETH HALL FOYER
Tea & coffee served

16:00-17:00

QUESTION TIME
QUEEN ELIZABETH HALL

A Question Time-style session featuring political guests and industry figures taking questions from the audience on the major issues shaping our sector. Chaired by **Jamie Njoku-Goodwin**, former Director of Strategy at 10 Downing Street and former Chief Executive of UK Music, the panel includes **Dame Caroline Dinenage MP**, Chair of the Culture Select Committee; **Baroness Barbara Keeley**, Co-Chair of the Classical Music APPG; **Anna Sabine MP**, Liberal Democrat Spokesperson for Culture; **Dame Kathryn McDowell**, Managing Director, London Symphony Orchestra; and **Elaine Bedell**, Chief Executive of the Southbank Centre.

17:00

SESSIONS END

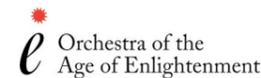
18:00-19:00

SOUTHBANK CENTRE

19:00



London Philharmonic Orchestra



Philharmonia

RECEPTION

Tickets for the evening performance **purchased in advance from the ABO** will include a pre-performance reception hosted by the Southbank Centre for conference delegates.

EVENING PERFORMANCE

CLASSICAL MIXTAPE: A LIVE TAKEOVER
SOUTHBANK CENTRE, VARIOUS VENUES

Roam around the Southbank Centre to discover over 200 musicians from Southbank Centre's six Resident Orchestras across multiple stages, performing classical music's greatest hits.

In an unprecedented first, the event will see **Aurora Orchestra**, **Chineke! Orchestra**, the **London Philharmonic Orchestra**, the **London Sinfonietta**, the **Orchestra of the Age of Enlightenment**, and the **Philharmonia Orchestra** all perform across a single night. Chineke! Orchestra will perform with players from Chineke! Junior Orchestra, while the London Sinfonietta will be joined by students from the Royal Academy of Music.

Presented as a series of live, looping performances running on repeat, the event operates like a live classical mixtape!



FRIDAY 6 FEBRUARY

09:00

REGISTRATION & ABO MARKETPLACE
QUEEN ELIZABETH HALL FOYER
No refreshments during morning registration

10:00-11:15

SESSION 1 – The Orchestral Future: AI for Culture
QUEEN ELIZABETH HALL

What are the opportunities and threats posed by artificial intelligence? These conversations are often very binary. This provocative session explores creative experimentation and curiosity as approaches to learning. We'll take a closer look at the application of AI within the culture sector, with hard hitting provocations for the audience to debate.

Jocelyn Burnham, AI for Culture.

10:00-11:15

SESSION 2 – Environmental Sustainability
PURCELL ROOM

Orchestras are well placed to stimulate debate on the major societal questions of our time. But why is there such reticence to discuss our commitments to environmental responsibility? This session, launching the new ABO Environmental Network, will present fresh research from Act Green on what audiences expect, and reflect on award-winning work from an ensemble that has been more vocal in communicating its response. It will also draw on the expertise of a leading sustainability consultancy to explore how to turn intent into practical, purposeful action, offering insights into a new toolkit designed to help organisations overcome the fear of talking about their work in this space. Terms like "net zero" and "climate crisis" can feel overwhelming, but often we are already doing more than we think.

Chaired by **Nick Jackman**, Campaigns & Projects Director, London Philharmonic Orchestra, speakers include **James Hardie**, Chief Executive, Scottish Ensemble; **Katie Sterland**, Senior Sustainability Consultant, SLR; and **Katy Raines**, Founder and Chief Executive, Indigo Ltd.



CCC © Fraser Band honey090

11:15-11:45

NETWORKING BREAK & ABO MARKETPLACE
QUEEN ELIZABETH HALL FOYER
Tea & coffee served

11:45-13:00

SESSION 3 – Classical Cut Through
QUEEN ELIZABETH HALL

As digital platforms redefine audience engagement, classical music faces both a challenge and an opportunity: how to remain relevant in a crowded, fast-paced online ecosystem. This panel brings together industry leaders to explore how classical music brands, artists, and institutions are leveraging data, storytelling, and platform-native strategies to cut through the noise. The session will reflect on the unique challenges facing the genre in the digital space and celebrate success stories from across the industry.

Dr Sarah Price, lecturer and researcher, University of Liverpool, leads this discussion with speakers including **Maddy Shaw-Roberts**, Digital Managing Editor, Classic FM; **George Chambers**, Head of Communications, Classical Music, BBC; **Hannah Fiddy**, Founder, Alternative Classical; and **Katy Rogers-Davies**, LSO Live Senior Marketing and Partnerships Manager.

11:45-13:00

SESSION 4 – Power Sharing
PURCELL ROOM

This session will examine how we can open up our power structures to a broader range of voices. We will explore organisational cultures and leadership styles that challenge traditional hierarchies and share power more widely, celebrating and listening to diverse voices to promote creativity and innovation. The discussion will also consider the impact on inclusivity and diversity, both within our organisations and among musicians, audiences, and communities.

Kate Whitley, Artistic Director, Multi-Story Orchestra, will facilitate this session, with **Anne Torreggiani**, Chief Executive, The Audience Agency, and **Euella Jackson**, Co-Director, Rising Arts Agency.

13:00-14:00

LUNCH & ABO MARKETPLACE
QUEEN ELIZABETH HALL FOYER
Cold sandwich lunch

14:00-15:15

CLOSING SESSION
CREATING ORCHESTRAL THEATRE – AURORA ORCHESTRA'S FAR, FAR AWAY SERIES
PURCELL ROOM

In this session, *Far Far Away's* Creative team - Creative Director **Jane Mitchell**, workshop leader **Jessie Maryon-Davies** and writer **Kate Wakeling** - and players from the orchestra will delve into their most recent production - Mahler and the Mountain Adventure. Using extracts from the show, the team will demonstrate how a production is made and the thinking that goes behind designing the experience for a specific age group, writing text and programming and arranging music, as well as the production process behind working with designers, adapting for different spaces and rehearsing with the musicians. The session will also look at how a production like this can be adapted for different audiences, taking as examples different SEND settings and a late-night public show.

15:15-15:30

CLOSING SPEECHES
PURCELL ROOM

Conference reflections and closing remarks from **Sophie Lewis**, Chair, Association of British Orchestras, and **Judith Webster**, Chief Executive, Association of British Orchestras, with an invitation to the 2027 Conference.

15:30

CONFERENCE ENDS



English Baroque Soloists, Katia and Marielle Labèque (fortepianos), Marc Minkowski (conductor) — St Martin-in-the-Fields, London, 29 April 2025, © Paul Marc Mitchell.

ABO Marketplace

We invite Conference delegates to explore the ABO Marketplace, which stands as a unique stage within the conference, providing a space for organisations and professionals to exchange knowledge, spotlight their brand, and foster meaningful connections within the classical music industry. Whether you're looking to network, collaborate, or simply stay informed, the ABO Marketplace is the place to be.

We are delighted to welcome colleagues from:



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