

AT A GLANCE SCHEDULE

WEDNESDAY	CBSO CENTRE
12.30	Registration opens
14.00	OFFICIAL OPENING AND KEYNOTE
15.00	Networking Break
15.30	PEOPLE POWER: THE REGIONAL POWERHOUSE
17.00	Session Ends
18.30	BANQUETING SUITE, COUNCIL HOUSE Civic Reception
20.00-23.30	TOWN HALL, BIRMINGHAM Conference Dinner and Awards

THURSDAY	JURYS INN BIRMINGHAM			
08.30	RM: 103-104 Registration Opens			
	RM: 108-110	RM: 114-116	RM: 113-117	RM: 120
09.30	PLACE MAKERS: DRIVING THE LOCAL ECONOMY	LEADERSHIP & CHANGE: THE CAR INDUSTRY	TAKEOVER: CONSERVATOIRE STUDENTS	I-TO-1 SESSIONS
11.00	Networking Break (RM: 103-104)			
11.30	PLACE MAKERS: THE BUILT ENVIRONMENT	LEADERSHIP AND CHANGE: LEARNING FROM SPORT	TAKEOVER: THE MUSICIAN AS PLACEMAKER	
13.00	Lunch (Hotel Restaurant)			
14.00	PLACE MAKERS: THE FOUND SPACE	LEADERSHIP AND CHANGE: BEHAVIOURAL ECONOMICS	PLACE MAKERS: LEARNING FROM BRAZIL	
15.00	Networking Break (RM: 103-104)			
15.30	PLACE MAKERS: THE MODERN CONSERVATOIRE	LEADERSHIP AND CHANGE: THE JOHN LEWIS MODEL	PLACE MAKERS: BUILDING THE RESIDENCY	
17.00	Sessions End			
18.00	TIER 4 ATRIUM, SYMPHONY HALL Pre-concert Buffet Supper			
19.30	CONCERT - CBSO			
21.30	TIER 4 ATRIUM, SYMPHONY HALL Post Concert Reception			

FRIDAY	JURYS INN BIRMINGHAM			
	RM: 108-110			
08.30	BBC TEN PIECES FILM			
09.00	RM: 103-104 Registration Opens			
	RM: 108-110	RM: 114-116	RM: 113-117	RM: 107-109
09.30	PLACE MAKERS: TEN PIECES	LEADERSHIP & CHANGE: FIND YOUR WAY	BUILDING THE BRAND: CAPITALISING ON BRANDS	TRUSTEES DAY
10.30	Networking Break (RM: 103-104)			
10.45	PLACE MAKERS: THE EMBEDDED ORCHESTRA	TAKEOVER: THE AUDIENCE	BUILDING THE BRAND: THE PRICE IS RIGHT	
11.45	Networking Break (RM: 103-104)			
12.00	PLACE MAKERS: EAST MEETS WEST	PLACE MAKERS: THE ROLE OF NEW MUSIC	BUILDING THE BRAND: THE DIGITAL AGE	
13.00	Lunch (Hotel Restaurant)			
14.30-16.00	TOWN HALL, BIRMINGHAM CLOSING SESSION AND PANEL			

2016 CONFERENCE SCHEDULE

WEDNESDAY 20 JANUARY

12:30 **REGISTRATION OPENS**
CBSO CENTRE

14:00 **OFFICIAL OPENING**
CBSO CENTRE

Welcome to delegates from **Kathryn McDowell CBE**, Chair of the ABO, **Stephen Maddock**, Chief Executive and **Bridget Blow CBE**, Chair, CBSO and **Sam Jackson**, Managing Editor, Classic FM

KEYNOTE SPEAKER: Sir Peter Bazalgette, Chair, Arts Council England

15:00 **NETWORKING BREAK – Sponsored by BACH**
CBSO CENTRE



15:30-17:00 **PLACE MAKERS: THE REGIONAL POWERHOUSE**
CBSO CENTRE

If there is one government policy that has most traction at the moment, it is regional devolution. From the much talked about 'Northern Powerhouse' to the recent bidding process for further devolved power, what does this really mean for cities like Birmingham and its cultural organisations? What role do we play in urban regeneration, and what lessons and impacts will there be for other regions, town and cities in the UK?

- **Sameena Ali-Khan**, Presenter, ITV News Central
- **Sir Peter Bazalgette**, Chair, Arts Council England
- **Anita Bhalla OBE**, Chair, Creative City Partnership and Chair, PBL Town Hall & Symphony Hall
- **Joe Godwin**, Director, BBC Academy
- **Chris Murray**, Director, Core Cities Group
- **David Partridge**, Managing Partner, Argent (Property Development) Services LLP

18:30 **RECEPTION**
BANQUETING SUITE AT THE COUNCIL HOUSE

Hosted by the **Lord Mayor of Birmingham** with special guest **Andy Street CBE**, Managing Director, John Lewis Partnership

20:00 **CONFERENCE DINNER**
TOWN HALL BIRMINGHAM

Featuring members of the **CBSO Chorus**, followed by presentation of the 2016 ABO Award and ABO/Rhinogold Awards by **Margherita Taylor**, presenter, Classic FM

THURSDAY 21 JANUARY

08:30

REGISTRATION OPENS

JURYS INN BIRMINGHAM

Please note that during Thursday delegates can choose to attend complimentary 30 minute one-to-one personal coaching sessions with **Trudy Wright** and **Marion Friend** from 9.30am to 1pm, followed by one-to-one meetings with **Naomi Belshaw** of the PRS for Music Foundation from 2pm to 3.30pm and with **Daniel Valeriano**, an expert in funding for projects and tours to Brazil, from 3.30pm to 5pm.

09:30



PLACE MAKERS: DRIVING THE LOCAL ECONOMY

RM: 108-110

Picking up on the themes raised at our opening panel, we look in more detail at the contribution cultural organisations can make to inward investment and cultural tourism, and the steps needed to use 'placemaking' to re-energise our engagement with citizens, visitors, and local corporations.

- **Penelope, Viscountess Cobham CBE**, Chairman, VisitEngland
- **Chris Loughran**, Vice Chairman & Partner, Deloitte LLP
- **Louise Mitchell**, Chief Executive, Bristol Music Trust
- **Neil Rami**, Chief Executive, Marketing Birmingham
- **Justine Simons OBE**, Head of Culture: Culture and Creative Industries, Mayor of London's Office

LEADERSHIP AND CHANGE: THE CAR INDUSTRY

RM: 114-116

From its troubled days as British Leyland to becoming one of the most productive industries in the country, Jaguar Landover has gone on an astonishing journey. How did they bring their workforce along with them, and what lessons might this have for our sector?

- **Simon Webb**, General Manager, BBC Philharmonic Orchestra
- **Jon West**, Director, Manufacturing HR & Employee Relations at Jaguar Land Rover



TAKEOVER: CONSERVATOIRE STUDENTS

RM: 113-117

The Conservatoires UK Student Network was recently established to bring together students from all the conservatoires to share their practice, ideas and provide mutual support. In a relatively short time the network has been highly productive and had a positive impact. In this session the CUK Student Network will pose questions on behalf of conservatoire students about what the orchestral sector is looking for in its newest employees, and will share their perspective on the aspirations of the emerging generation of professionals.

- **Ankna Arockiam**, Royal Conservatoire of Scotland
- **Robert Crehan**, Birmingham Conservatoire
- **Pete Harris**, Royal Welsh College of Music & Drama
- **Alex Marshall**, Conservatoires UK Student Network Coordinator
- **Gene Marshall**, Royal College of Music
- **Gavin Reid**, Director, BBC Scottish Symphony Orchestra

11:00

NETWORKING BREAK

RM: 103-104

11:30



PLACE MAKERS: THE BUILT ENVIRONMENT

RM: 108-110

As the prospect of a new concert hall makes waves in London, what is the impact of cultural hubs and concert halls to the placemaking agenda? How do concert halls contribute to a city or town's 'sense of place' and to building and diversifying audiences?

- **Laurent Bayle**, directeur general, Cité de la musique and président de la Philharmonie de Paris
- **Angela Dixon**, Chief Executive, Saffron Hall
- **Sir Nicholas Kenyon**, Managing Director, Barbican Centre
- **Sara Mohr-Pietsch**, presenter, BBC Radio 3

LEADERSHIP AND CHANGE: LEARNING FROM SPORT

RM: 114-116

Following our hugely successful sessions on learning from sport at last year's conference, we turn our attention to the challenges of leadership. What can we learn from our colleagues in sport? Are the challenges of running elite and team sports similar to those of running orchestras?

- **Ed Bracher**, Chief Executive, Riding for the Disabled Association
- **Nick Eastwood**, Deputy Chairman, Wasps Rugby Union Football Club
- **Stephen Maddock**, Chief Executive, City of Birmingham Symphony Orchestra
- **Sally Munday**, Chief Executive, England Hockey
- **Claire Stibbon**, Leadership and Development Advisor, UK Sport

TAKEOVER: THE MUSICIAN AS PLACEMAKER

RM: 113-117

Following on from the success of 'Musicians as Leaders' at last years' conference, we bring together a panel of orchestral musicians for another interactive session, including break out discussion groups. How can players be 'place makers?' What role can they play in articulating the value of our orchestras to audiences and stakeholders, building financial sustainability, and acting as ambassadors for their orchestra and their city?

- **Catherine Arlidge MBE**, CBSO
- **Jane Carwardine**, City of London Sinfonia
- **Ben Mellefont**, Sinfonia Cymru and RLPO
- **Sarah Freestone**, BBC Concert Orchestra

13:00

LUNCH HOTEL RESTAURANT

14:00

PLACE MAKERS: THE FOUND SPACE

RM: 108-110

While the traditional concert hall or opera house of course have their place, what opportunities do working in 'found spaces' give us to generate a new and diverse audience? In the first of our 60 minute sessions we look at case studies of working in innovative spaces.

- **Matthew Swann**, Chief Executive, City of London Sinfonia
- **Kate Whitley**, Co-Artistic Director and Founder, Multi-Story
- **Richard Willacy**, Executive Director, Birmingham Opera Company

LEADERSHIP AND CHANGE: BEHAVIOURAL ECONOMICS

RM: 114-116

How can we effect change, if we don't know how our customers and donors behave? In a nutshell, "psychology is technology". In order to think differently about human behaviour, all that's needed is to grasp a few simple - but counterintuitive - truths about the way we really make decisions.

Rory Sutherland, vice-chairman of Ogilvy & Mather Group UK stands at the centre of an advertising revolution in brand identities, designing cutting-edge, interactive campaigns that blur the line between ad and entertainment.



PLACE MAKERS: LEARNING FROM BRAZIL

RM: 113-117

The UK-Brazil Transform Orchestra Leadership programme, funded by the British Council and Arts Council England, has led to important learning for both countries. From the impact of placements of British managers with social inclusion programmes the Guri project in Sao Paulo and Neojiba in Bahia, and Brazilian managers with orchestras in the UK, to the contribution of Brazil's Rouanet Law to generating corporate sponsorship, this session will look at the benefits that have been generated through the exchange programme, and what the next steps will be.

- **Jenn Adams**, Director of Learning and Engagement, RSNO
- **Cathy Graham**, Director of Music, British Council
- **Daniel Valeriano**, Executive Director, Camerata Latino Americana

15:00

NETWORKING BREAK

RM: 103-104

15:30-
17:00



PLACE MAKERS: THE MODERN CONSERVATOIRE

RM: 108-110

Many people in the orchestral sector have experienced conservatoire training from the inside. But how much do you really know of the life and training in today's conservatoire sector? This session throws light on a radically changed sector; shares the priorities and challenges and asks what more it can do to serve the needs of the orchestral industry in the UK and internationally – both for players and managers.

- **Jane Booth**, Head of Historical Music, Guildhall School of Music and Drama
- **Hilary Boulding**, Principal, Royal Welsh College of Music and Drama and chair of Conservatoires UK
- **Professor Helena Gaunt**, Vice Principal and Director of Academic Affairs, Guildhall School of Music and Drama
- **Aaron Williamon**, Professor of Performance Science, Royal College of Music

LEADERSHIP & CHANGE: THE JOHN LEWIS MODEL

RM: 114-116

There are two powerful governance models for orchestras in the UK - governed and self-governed. There are pros and cons to both structures - the former offers musicians arguably more stability while the latter offers musicians more input into the running of their orchestras. Could there be another structure that combines the best qualities of both - a John Lewis model for our orchestras?

- **Catherine Arlidge MBE**, Sub-Principal Second Violin, CBSO
- **Keith Arrowsmith**, Partner, Counterculture LLP
- **Simon Fowler**, Partnership Registrar, John Lewis Partnership
- **Richard Watts**, Managing Director, People Make It Work

PLACE MAKERS: BUILDING THE RESIDENCY

RM: 113-117

Orchestras Live takes the best British orchestras to tens of thousands of people living in areas where orchestras would not otherwise play. Drawing upon different examples of its work linking world class British orchestras with a diverse range of communities, this open discussion led by author and social commentator **Gerard Lemos** invites delegates to 'place-make' their ideal orchestral residency, exploring what it takes to truly integrate an orchestra into a place. This will be followed by a presentation from **James Williams**, Director, UK Programme and Creative Projects and Director, iOrchestra at the Philharmonia Orchestra, on how the iOrchestra offers a new approach to building an orchestral residency.

18:00



PRE-CONCERT BUFFET SUPPER

TIER 4 ATRIUM, SYMPHONY HALL

Hosted by the **CBSO** and **Town Hall Symphony Hall Birmingham**

19:30



CBSO CONCERT

SYMPHONY HALL

Broadcast live on **BBC Radio 3**

21.30



POST-CONCERT RECEPTION

TIER 4 ATRIUM, SYMPHONY HALL

Co-hosted by **BBC Radio 3**

FRIDAY 22 JANUARY

09:00 **REGISTRATION OPENS**
JURYS INN BIRMINGHAM

09:30 - 13.00 **TRUSTEES DAY**
RM: 107-109

Building on the ABO's new network for orchestra chairs launched in June 2015, this event provides an opportunity for trustees and senior managers to participate in group learning and network with those in a similar position in a confidential space. The morning session will be led by **Sarah Gee** and **Matthew Bowcock CBE**. After lunch, attendees will join ABO Conference delegates at the closing plenary at Town Hall Birmingham.

09:30 **PLACE MAKERS: TEN PIECES**
RM: 108-110



(Preceding the session, BBC Ten Pieces II will be shown at 08:30 for those wishing to attend)

With the second phase of the BBC's Ten Pieces up and running, what contribution can we make collectively to use this resource to build engagement with young people in towns and cities across the UK?

- **Lucy Galliard**, Director of Learning and Engagement, CBSO
- **Suzanne Hay**, Head of Partnerships and Learning, BBC National Orchestra of Wales
- **Susan Longmire**, Assistant Producer, BBC Learning
- **Sara Mohr-Pietsch**, presenter, BBC Radio 3
- **Ciaran O'Donnell**, Head of Service, Birmingham Music Education Hub

LEADERSHIP & CHANGE: FIND YOUR WAY
RM: 114-116

Following on from last year's focus on leadership and succession planning, we look at the steps taken by the ABO to develop a pilot programme for nurturing the next generation of leaders. Facilitated by **Richard Wigley**, Wigley Arts Management and featuring participants in the ABO's Find Your Way programme, if you are interested in learning whether you have the capacity to be a leader in our sector, this is the session for you.

BUILDING THE BRAND: CAPITALISING ON BRANDS
RM: 113-117

To the outside world, one orchestra very much looks like another. Led by **Leslie de Chernatony**, Professor of Brand Marketing at Aston Business School, this session aims to offer an opportunity for your organisation to capitalise on branding principles, offering a variety of benefits, from projecting a better image of your organisation to differentiating it from your competitors and contributing to an increase in earnings. It will explore how to characterise your brand, and how to refine your brand promise and take advantage of an integrated approach.

10:30 **NETWORKING BREAK**
RM: 103-104

10:45 **PLACE MAKERS: THE EMBEDDED ORCHESTRA**
RM: 108-110



Eight years ago, one of Europe's best-known orchestras moved its rehearsal rooms into a secondary school on a housing estate in a deprived part of Bremen, and pupils found themselves sharing their corridors and lunch tables with professional musicians. Come and hear the inspirational story of the impact this has had on the teachers, students and musicians. **Deborah Annetts**, Chief Executive of the ISM moderates a discussion with **Albert Schmitt**, Managing Director, Deutsche Kammerphilharmonie Bremen.

BAKERRICHARDS **BUILDING THE BRAND: THE PRICE IS RIGHT**
RM: 113-117

Alongside the placemaking agenda, there remains an urgent need to maximise earned income from a wide range of sources. **Tim Baker**, Director of international cultural consulting and software company, Baker Richards (and ex Head of Marketing of LSO and SCO), will explore how these different perspectives can be brought together. How do brand and placemaking relate? What role could affiliation programmes like subscription and membership play in placemaking? And how do commercial initiatives to maximise income, such as dynamic pricing, work alongside these wider organisational objectives?



TAKEOVER: THE AUDIENCE

Room 114-16

The ABO Conference is a great way of talking amongst ourselves, but rarely do we get to hear from the audience, including those who currently may not include classical music in their entertainment choices. Chaired by **Anne-Marie Minhall** of **Classic FM**, this interactive debate, featuring YouTube sensation **Liam Dryden**, THSH Programme Co-ordinator **Toks Dada** and former CBSO Youth Chorus member **Ruth Bertram** will offer a platform for us to listen to the voices of the next generation.

11:45

NETWORKING BREAK

RM: 103-104

12:00



PLACE MAKERS: EAST MEETS WEST – FUSION OR CONFUSION?

RM: 108-110

One of the main challenges for our sector is reaching into communities for whom classical music is not an indigenous art form. During this session we will explore the potential pitfalls encountered in cross-cultural work, the significant opportunities it presents for musicians' professional development, plus the vibrant creativity that can result from musicians working outside their comfort zones. We will also look at how this work can develop new audiences. Led by **David Murphy**, Artistic Director of Sinfonia Verdi, this session is supported by the Bagri Foundation. With **Simon Smith**, Violin, **Julia Barker**, Violin, **Enrico Alvares**, Viola, and **Laura Anstee**, Cello, of Sinfonia Verdi, and **Balu Raguraman**, Indian Violin, and **M. Balachandar**, Mridangam, of the Bharatiya Vidya Bhavan Centre.

PLACE MAKERS: THE ROLE OF NEW MUSIC

RM: 114-116

It's easy to look at the buzz around contemporary art, and the way it is used to reinvigorate the public realm, and wonder how we could do the same with contemporary music. How can composers and orchestras best seize the opportunity to use new music as a catalyst for giving local citizens a sense of place? And what role can the PRS for Music Foundation play in helping make this happen?

- **Fraser Anderson**, General Manager, Scottish Ensemble
- **Sally Beamish**, Composer
- **Michael Eakin**, Chief Executive, Royal Liverpool Philharmonic
- **Deborah Kermode**, Deputy Director, Ikon Gallery
- **Vanessa Reed**, Chief Executive, PRS for Music Foundation



BUILDING THE BRAND: PLACE MAKERS IN THE DIGITAL AGE

RM: 113-117

How does the placemaking agenda fit the increasing shift by the consumer to digital platforms? And what impact will this have on the recording industry and its role in connecting our industry to a global audience?

- **Chaz Jenkins**, FUMUBI Ltd
- **James Jolly**, Editor-in-chief, Gramophone.
- **John Summers**, Chief Executive, The Hallé

13:00

LUNCH HOTEL RESTAURANT

14:30 -
16:00



CLOSING SESSION in collaboration with the **Creative Industries Federation**
TOWN HALL BIRMINGHAM

CLOSING SPEAKER: THE CULTURE WHITE PAPER

- **Ed Vaizey MP**, Minister for Culture and the Digital Economy

CLOSING PANEL - How the arts and creative industries can create places where people want to live

A panel of speakers drawn from the creative industries, public and private sectors discuss the implication of the Minister's speech and the Culture White Paper, and the role that we can collectively play in delivering on its ambitions for placemaking, cultural engagement, financial sustainability and promoting Britain abroad.

- **Charles Allen**, **Lord Allen of Kensington CBE**, chairman, Global
- **Lucan Gray**, Owner, Fazeley Studios & Custard Factory
- **John Kampfner**, Chief Executive, Creative Industries Federation
- **Amahra Spence**, Founder/Director at MAIA Creatives CIC and freelance producer & writer
- **Gisela Stuart MP** for Birmingham Edgbaston
- **Jan Teo**, Chief Executive, Birmingham Royal Ballet