

Irish Association of Youth Orchestras Ltd

Plan for Development



IAYO

promotes interest in and

fosters the development of

Youth Orchestras

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Irish Association of Youth Orchestras Ltd

The Irish Association of Youth Orchestras Ltd (IAYO) is the all-Ireland resource organisation for Youth Orchestras.

IAYO was founded by its members in 1994 and was incorporated as a company limited by guarantee in 1998. IAYO became a registered charity in 2001.

IAYO is a non-profit organisation that pursues its aims and objectives in line with its founding principles.

IAYO presently has 80 member organisations throughout Ireland and Northern Ireland comprising over 100 youth orchestras and ensembles with a combined participation of over 5,000 young instrumentalists.

Aims

The Irish Association of Youth Orchestras aims to promote interest in and foster the development of Youth Orchestras by the following means:

- Encourage co-operation between all organisations and groups involved in the development of youth orchestras.
- Create a network for advice and information in relation to youth orchestras.
- Foster excellence in the youth orchestra movement by facilitating training courses for conductors, teachers and students, access to libraries of music and sharing of unusual instruments, and by offering performance opportunities.
- Act as a forum with an all-Ireland and international dimension for all those involved in youth orchestras.
- Present excellence in the youth orchestra movement to a wider public through youth orchestra festivals.

Vision

The Irish Association of Youth Orchestras will be an integral part of a vibrant and flourishing youth orchestra community in Ireland.

IAYO will provide activities and resources that are relevant and well focused on the needs of youth orchestras and young instrumentalists.

IAYO will provide a strong point of connection for youth orchestras to the areas of youth music, youth arts and the professional organisations that are, or could be, stakeholders in the development of youth orchestras.

Foreword from the Chair

As an organisation faced with a clear mandate, the IAYO has come a long way since its inception. Our main task is to develop youth orchestras, in all their various forms, in the island of Ireland.

As a result of all the activities that we have engaged in up to now, we now need a development plan which will help to take us into the future. Most of us would think that flagship activities such as the annual Festival of Youth Orchestras would be the sum total of what we are about. It can be seen from this plan that there is considerable background work that needs to be undertaken for us to reach our objectives.

We must thank certain people who have supported us in this change. First of all a large thank you to Allin Gray our present Director, who has put this innovative plan together, Also to the ever-supportive Arts Council of Ireland through Ms Gaye Tanham, who is our major funder and supporter over the years. A thank you is also due to my board that have kept their remit in front of them and helped me enormously. And Lastly, a thank you to you, the members, who have been a font of inspiration and experience in all of our ventures.

Introduction

This plan is presented by the Board of the Irish Association of Youth Orchestras Ltd (IAYO) as the current plan for development.

The plan is mindful of the founding mission statement of the organisation, the feedback and suggestions from our member organisations, and the positions of related organisations including The Arts Council, the Department of Education, The National Youth Council of Ireland and others.

It is presented so as to be open to member organisations and others to contribute and to influence the future development of IAYO.

The activities of IAYO have developed over the years in a manner that reflected the consensus of the National Executive Committee which was, until 2006, the governing body of IAYO. Since 2006, the Board of Directors have assumed this role.

In pursuance of the mission, a balance of programmed activities and informational and physical resources is deemed the most appropriate format for the activities of IAYO, along with assistance with specific opportunities that arise, such as assisting in tours and exchanges.

The current programme and resources laid out below has been tested through action and represents, we feel, a good balance in pursuing the mission of IAYO.

Context

In considering the future of IAYO as a company, we must consider where it has come from and where it is now, both in terms of the context of the company itself and in terms of the greater context of youth orchestras, youth music and Irish and international society.

IAYO was founded on the belief that many youth orchestras in Ireland existed in isolation from each other and could benefit strongly from being in a position to seek advice and assistance from each other and also from advocacy at a national level. Initially run by the voluntary National Executive Committee, IAYO progressed towards professionalism in the early 2000s with the appointment of, firstly, a part-time and then a full-time administrator. The National Executive Committee continued to take a strong part in organising the activities of IAYO, at that time being the Festival of Youth Orchestras, National Chamber Music Workshops, orchestra workshops with Sandra Dackow, viola workshops, workshops for string teachers and conductors, the instrument bank and music library.

Arts Council financial support for IAYO developed significantly between 2000 and 2007, from €32,000 in 2000 for programming, office space and a part-time administrator to €141,000 in 2007 incorporating programming, office space and two full time staff. During the same time, the voluntary input in the direct management of the organisation was reduced, particularly with the retirement of Agnes O'Kane in 2005. As Honorary Administrator and later Chair of IAYO, Agnes had given a very large voluntary input to the development of the company. In 2004, the employee position of Administrator was replaced by one Director and this was joined by a newly created Administrator position in 2006.

In its development of the mid 2000's, IAYO concentrated heavily on the artistic programming aspect of its remit, particularly with the initiation of the Regional Youth Orchestras. A number of factors contributed to the Regional Youth Orchestras not taking hold and developing as was initially envisaged. Principal among these were the mixed needs of different member orchestras and the lack of local driving forces. The Regional Youth Orchestra programme was suspended indefinitely in 2009.

IAYO has been a long-time advocate of the benefits of chamber music and has run a chamber music weekend course for thirteen years in addition to more recent support for the ConCorda Chamber Music Course. We have recently had the pleasure of having some of the students from the first course in Donegal return to tutor on our recent courses in Kilkenny. IAYO's support for chamber music initiatives rests on the following premises:

- Chamber music increases players' standard and ability to play their instrument in ensembles.
- It increases their independence and commitment to their playing.
- It helps their teamwork and social skills both in music and in general.

- They have lots of fun and make new friends.

In 2005, the Irish Youth Wind Ensemble and the ConCorda Chamber Music Course began to be funded through IAYO by The Arts Council. The arrangement included some funding to IAYO to provide administration services to the courses. The relationships have developed well over the years and are currently strong. The provision of opportunities for young players to develop at a national level mean that our collaboration with IYWE and ConCorda form an important part of the company's work, along with our ongoing communication with, and support for, the National Youth Orchestra and summer music courses around the country.

Arts Council Annual Funding has fallen from its 2007 peak of €141,000 to €110,000 in 2010 and may fall further yet in 2011 and 2012. In this context, it is important for IAYO to identify alternative sources of income and develop them with a sense of urgency. Loss of a staff member from IAYO could plunge the company into difficult choices regarding the programme of activities.

The current national economic situation is also having affects on youth orchestras and courses throughout the country. In a recent survey, many members said that they were having difficulty in recruiting and retaining members in youth orchestras. Many of the country's summer courses are also having difficulty with recruitment this year. Youth orchestras are also experiencing declining funding as the government departments that were able to subsidise their activities are now clawing back 'unnecessary' expenditure.

However, participation in youth music and in the community aspects of youth orchestras may stand to benefit from changing priorities in Irish society. IAYO is an organisation that was primarily developed by the mothers of young musicians who were free to give of their time. The boom years saw a change of employment patterns which meant that many potential volunteers were overstretched with offsetting financial commitments. The readjustment of the national finances may change this to the benefit of young people and their opportunities to participate in the arts.

A very positive recent development is the announcement of funding for a national music scheme by U2 and the Ireland funds. The scheme will be rolled out by Music Network over five years and will be focused on the provision of music tuition and ensemble participation in a community context. Already, anecdotal evidence is showing that the joined up nature of the Local Music Education Partnership model is providing benefits and some partnerships are planning to proceed with or without grants through the scheme. At a time when teaching hours for music are being reduced by many VECs and music schools, this scheme is potentially in a position to provide more generally available music tuition.

In this context of changing times, this plan presents IAYO's intention to continue to pursue its founding mission in the best ways possible.

Aims

Encourage co-operation between all organisations and groups involved in the development of Youth Orchestras.

- Encourage communication and collaboration between member organisations.
- Encourage, assist and support member led initiatives that achieve aims of collaboration and development.
- Bring related local, regional and national organisations and individuals into contact with IAYO and IAYO members. Encourage and actively engage in collaborations with these organisations. Provide opportunities for members to meet and network with these organisations.
- Act as an advocate at a national level for the development of youth orchestras, youth ensembles, youth music and youth arts, engaging with other organisations to collectively promote our shared agendas.

Create a network for advice and information in relation to Youth Orchestras.

- Provide members with news and information in a structured and accessible manner.
- Allow members access to appropriate advice by way of information sheets, books and periodicals, internet sites, related organisations, advice from the office and advice from other knowledgeable parties.
- Actively engage with members to establish what issues they face or might face and attempt to find solutions with an appropriate amount of input from IAYO.

Foster excellence in the Youth Orchestra movement by facilitating training courses for Conductors, Teachers, and Students, access to libraries of music and sharing of unusual instruments, and by offering performance opportunities.

- Continue to manage and further develop the instrument bank and the music library.
- Engage in an ongoing training programme for conductors and facilitators.
- Engage in training provision in relation to instrumental teaching in collaboration with other organisations.
- Access training for organisers through other organisations and provide training directly where needs are youth-orchestra specific.

Training for Students

- Provide training for young players through courses and workshops.
 - Encourage the development of young players in orchestras through the provision of one-session and one-day workshops with conductors, performing artists and instrumental specialists.
 - Encourage chamber music playing as a means of developing young players in orchestras.
 - Promote and support the provision of training opportunities for young players by other organisations such as Dublin Youth Orchestras, National Youth Orchestra of Ireland, Ulster Youth Orchestra, Summer Music in Galway, Ceol na Mara, OURchestra and others.
 - Encourage professional and amateur orchestras and ensembles to engage with youth orchestras and to provide opportunities for young players to develop their skills.
- Maintain IAYO's support for and involvement with ConCorda and the Irish Youth Wind Ensemble.
 - Allow these organisations to derive their legal status from IAYO while continuing their own lineage of artistic direction and on-course management.
 - Provide administrative support and assistance with PR.
 - Assist these courses in generating funding and sponsorship.

Performance Opportunities

- Encourage member led initiatives in collaborative performances and small festivals
- Encourage concert going among young musicians and assist member orchestras in their audience development.
- Develop the Festival of Youth Orchestras.

Act as a forum with an All Ireland and International dimension for all those involved in Youth Orchestras.

- Create opportunities for members to voice their opinions and to influence the policy of IAYO in forwarding their own agendas at a national level.
- Take part in the activities of the European Orchestra Federation to increase international contact and opportunities for Irish youth orchestras and young instrumentalists.

Present excellence in the Youth Orchestra movement to a wider public through Youth Orchestra Festivals.

- Develop the Festival of Youth Orchestras within its present context at the National Concert Hall.

Programme Summary

The following is a summary of the activities of IAYO. These activities have been built over time in response to the consensus of the National Executive Committee and subsequently the Board of IAYO in response to the expressed needs of member organisations.

Resources

- Instrument Bank
- Music Library
- Youth Orchestra Achievement Awards
- News Service
- Information Resources
- Information & Advice
- Network Development
- Advocacy
- Public Liability Insurance Scheme
- Garda Vetting

Artistic Programming

- Festival of Youth Orchestras
- ConCorda Chamber Music Course
- Irish Youth Wind Ensemble

Workshops and Courses for Young Instrumentalists

- National Chamber Music Workshop
- Orchestra and Player Workshops

Training

- Artistic Workshops for directors
- Annual Summer Conducting Course (3-5 days)
- Organisational Workshops provided by IAYO and through third parties.

Potential Programmes

- Touch Bass Course with NYOI
- Scholarships to attend conducting courses abroad
- Development Grants for Collaborative Programmes

Services and Objectives

The following outline the purpose, current status and objectives for each of IAYO's activities.

Instrument Bank

The instrument bank provides:

- Long term loans of expensive or unusual instruments allow players to begin and continue on instruments and allow orchestras to develop the playing of particular instruments in their ensemble.
- Short term loans of unusual instruments and items of equipment for specific performances / tours etc.
- Instruments available for workshops and courses.

Some strategic development has taken place with the instrument bank over the years, such as a series of viola workshops.

Objectives

- Upgrade the database system providing space for full information and history on the movements, usage, servicing and state of repair of each instrument and piece of equipment.
- Recall or seek confirmation from an approved instrument repairer that all instruments exist and are in a satisfactory state of repair. Have all instruments marked with serial numbers, if they have not got them already.
- Carry out any necessary work to instruments to make sure that they are in a satisfactory state of repair. Maintaining instruments is the responsibility of the borrower. However, it is not always possible or desirable for them to arrange or pay for repairs.
- Seek new funding streams for the ongoing maintenance of instruments and the purchase of new instruments.
- Develop strategic aims for use of new purchases and existing instruments such that they contribute as well as possible to the development of that instrument type in Ireland and to the development of orchestras.
- Provide information and assistance to members who have borrowed instruments to gain funding to purchase such instruments for themselves.
- Have instruments that are available for specific uses that do not form part of the lending bank. Examples of such instruments and uses would be:

- Violas for use in viola workshops and on summer courses that have chamber music to encourage violin players to play both instruments or to switch to viola.
- Instruments for pilot instrumental teaching programmes in a given area.

Music Library

The IAYO music library contains music for full orchestra, string orchestra, string and wind chamber music and music for mixed / flexible ensemble. Items are loaned on a per term basis and can be renewed by members if they wish to keep them for an academic year.

Objectives

- Restock the library with items suited to the stated needs of youth orchestras and with regard to the balance of member organisations.
- Seek professional advice on development of the library.
- Put the music library, including the loans system entirely online at iayo.ie.
 - Provide sample scores (or links to these) for online appraisal of the scores.
 - Provide reviews by conductors and players, grading information, instrumentation.
- Promote use of the library amongst member organisations by:
 - Bringing the entire library to the Annual General Meeting.
 - Carry a regular section in Newsnotes where conductors, players or others review a piece of repertoire from the library.
 - Feature works by a particular arranger or publisher in Newsnotes with information on their suitability for different orchestra types.
 - Announce all new purchases in Newsnotes and in the online Newsnotes repertoire section.
 - Create links from the online Newsnotes repertoire section to the online music library.
 - Have a 'Suggest repertoire' field on the website.
 - Have a 'submit a review of a piece' on the website.
 - Where possible, have arrangements graded and categorised for specific types of orchestra.

Youth Orchestra Achievement Awards

The Youth Orchestra Achievement Awards are presented annually at the Festival of Youth Orchestras. They acknowledge achievements in a range of categories for programmes completed in the previous year. The prize fund is currently €1,000 for each of four awards. The sponsorship of the Awards is generally tied to the sponsorship of the Festival.

Awards

- Artistic Achievement.
- Organisational Achievement.
- Development Programme for the orchestra in the school/community.
- Special Achievement Award.

Objectives

- Review the categories of the achievement awards - orchestras often state that they are unclear about which category their applications should be presented in.
- Possibly reintroduce the award for development of a new orchestra, or a similar award. The awards are judged on a first time basis each year which means that it is possible that more developed orchestras have a better chance of receiving an award.

News Service

IAYO Newsnotes, in its various guises, fulfills the following functions:

- Allows IAYO member organisations to feel part of a network of youth orchestras and music organisations in Ireland and internationally.
- Keeps the members well informed in areas of relevance to them:
 - Music Education.
 - What other member orchestras / organisations are doing.
 - Funding opportunities.
 - Legal requirements and policy.
 - Performance opportunities.
 - Programming and repertoire.
 - Training opportunities for organisers, facilitators, conductors and teachers.
 - Courses and opportunities for players.
 - Touring opportunities and opportunities for exchanges with Irish and foreign

orchestras.

- Best practice in running youth orchestras and youth projects.
- Activities of related youth arts and music organisations - NAYD, National Ballet, Irish Youth Choir, Association of Music Schools, PPMTA, Music Network, amateur and professional orchestras.
- Promotes best practice in relation to young people.
- Promotes the raising of standards in instrumental teaching and orchestra conducting / facilitation.
- Provides a platform for members to promote their own activities and create partnerships
- Provides a space for members to ask for assistance, advertise for teachers and musical instruments wanted / needed.
- Promotes participation of young players in national and international courses and ensembles.
- Promotes participation of facilitators and organisers in training at all levels.

Newsnotes (Paper edition)

- Four issues annually.
- 8 pages in black and white.
- Circulation 350 copies.
- Distributed by post and at IAYO / related events.

Newsnotes Online

- Blog style newsletter.
- Updated on an ongoing basis.
- Includes all materials from newsletter plus embedded video and audio, links to useful websites etc.

Email Newsletter

- Monthly general round-up of latest news with links to Newsnotes Online.
- Emails to young players with news of concerts and opportunities.

Objectives

- Keep the paper edition of Newsnotes in place. Responses from members indicate that the format is used and that they are happy with it.
- Continue the implementation of the editorial policy prepared in 2009 and continue the development of that policy.
- Develop the online and email formats to facilitate young players and to draw them to the news service.
- Develop new contributors, authors and editors for the paper and online editions.

Information Resources

The provision of information is an important aspect of the work of IAYO. Particular types of information are required by orchestras on a regular basis. Provision of information has, to-date, been provided mostly on an ad-hoc basis by staff.

Objectives

- Provide information specific to orchestra managers, conductors, instrumental teachers, players as needs dictate.
- Decide on the range of topics that should be covered:
 - Committees, governance, constitutions, incorporation, legal matters, insurance, child protection and welfare, touring, funding and fundraising, sourcing and managing volunteers, sourcing and managing artistic staff . . .
- Have information available in several formats: web site, printables from web site and email, paper copies for post.
- Make use of alternative sources of this information via collated links on the IAYO website (e.g. The Wheel, Carmichael Centre, National Youth Council of Ireland, The Arts Council, HSE).
- Create and, if necessary, commission fact sheets and guides.
- Encourage the sharing of information through networking events on particular topics including facilitation if appropriate.

Information and Advice

Member organisations, parents, players and others regularly contact the office for advice. The ability to deliver this advice rests on in-house knowledge and the ability to find information and advice from other sources. The process of gathering, storing and providing advice needs a level of formalisation in order to be consistent with strong corporate memory.

Objectives

- Be visibly available to members for advice and information.
- Be in a position to provide sound and informed advice to those who seek it within areas of concern to youth orchestras.
- IAYO's information storage should be set up so that staff know how to find information or find someone who can provide requested information.
- IAYO should systematically order information in such a way that it is easily accessible to staff and, where appropriate, members and the public.
- Staff members should be familiar with the contents of the knowledge base (information resources above plus office-held information) and able to elaborate or point enquirers in the direction of further assistance.
- Staff should receive training in important areas if their own level of knowledge is insufficient.
- Staff should have knowledge of and access to suppliers of information whether they be resource organisations, commercial companies, volunteers or interested parties.
- Use the provision of advice as a networking tool, linking members to each other rather than being an unnecessary intermediary.
- Use networking opportunities to help increase the pool of advice available.

Network Development

Helping to build the network surrounding youth orchestras has always been a major aim of IAYO. Engaging in activities that allow the network, and hence collaboration, to grow is a core activity that has always functioned reasonably well. However, a greater focus can be put on achieving greater success in this area by specifically focusing on network building within the context of the rest of the IAYO programme.

Objectives

- Keep up-to-date profiles on member organisations and youth orchestras in Ireland.
- Use the draw of programmed events to enable networking.
- Create networking time at programmed events, especially the Annual General Meeting and the Festival of Youth Orchestras.
- Encourage member organisations to publicise themselves, seek assistance etc through Newsnotes and the online media.
- Participate in European Orchestra Federation (EOFed) as representatives of Ireland

and Irish Youth Orchestras.

- Use membership of the EOFed to develop the international network for Irish youth orchestras seeking exchange opportunities.
- Engage more with youth orchestras in Northern Ireland.
- Assist members to network with other members that share similar circumstances, aims and issues.

Advocacy

IAYO has traditionally played a part in advocating for music and was involved in the setting up of the Forum for Music in Ireland in 1988 / 1989. This role is closely linked to the development of the network, gaining interest, co-operation and support from related organisations, professional music ensembles and organisations and local and national government structures and individuals. The nature and amount of work in this area should be closely monitored and reviewed regularly with regard to the effective use of staff time.

Objectives

- Advocate to funding agencies, local and central government on the value of youth orchestras, youth music, youth arts and the arts generally.
- Support the development of the National Music Education Programme being implemented by Music Network and promote the position of youth orchestras within the programme.
- Encourage communication and collaboration amongst music course providers such that a national system can emerge, even if it is an ad-hoc one.
- Encourage professional and amateur ensembles and organisations to engage with youth orchestras in their work through workshops, open rehearsals, performance opportunities and as audience members.
- Support and participate in the National Campaign for the Arts.
- Support and participate in the work of the National Youth Council of Ireland in advocating for youth arts.

Public Liability Insurance Scheme

IAYO has a public liability insurance scheme through O'Driscoll O'Neill Insurance Brokers. This scheme also allows access to employer liability and equipment insurances at reasonable rates. This scheme was initiated in 2005 in response to significant increase in insurance premiums over the previous years. Although insurance costs in the area have decreased again, the scheme is maintained for use by IAYO members.

Objectives

- Keep members aware of this option for their insurance by carrying yearly reminders in Newsnotes.
- Encourage the insurance company to take an annual ad in the IAYO Festival programme.
- Ensure that this scheme is providing the best value for money for orchestras by obtaining competing quotes annually.

Garda Vetting

IAYO has joined a Garda Vetting consortium through its membership of the National Youth Council of Ireland in order to provide this service to IAYO Members.

Objectives

- Make members and potential members aware of this service.
- Encourage take-up of the service and best practice by member organisations in relation to staff and volunteers.

Festival of Youth Orchestras

The annual Festival of Youth Orchestras is IAYO's flagship event and is held annually at the National Concert Hall. Now heading for its sixteenth year, the festival has seen performances by 120 youth orchestras and ensembles. The Festival is non-competitive and is open to all member orchestras and ensembles and provides, for many young players, the once-in-a-lifetime opportunity to play on their national stage.

The run-up to the Festival is the main annual PR drive for IAYO and, since 2005, has had the involvement of a professional PR company.

The potential redevelopment of the National Concert Hall would prove a major challenge for IAYO. The proposed new main hall would have 2,050 seats, an almost two-thirds increase on current capacity. The proposal for the current hall is that it would be reduced in capacity from 1,200 to around 1,000. This would be too small for our current level of audience.

We would prefer to present the Festival on the main stage rather than a side stage, so if development goes ahead, a major push to develop audiences will be needed.

From a networking point of view, the Festival has been under-utilised in the past as the logistics of running the Festival itself absorb all of the office time in the run-up. However, it is the greatest opportunity in every year for IAYO to promote this aspect of its mission.

Objectives

- Build around the current format of the Festival in so far as is possible:
 - Official collaboration with the NCH Learn & Explore department will help open up potential spaces.
 - If possible, plan for workshops throughout the day. Orchestra workshops are probably best as they will bring the greatest numbers for the least administration.
 - Provide workshop orchestras with tickets for one or both performances.
 - Hold a trade show for summer and other instrumental courses. Use the opportunity of having representatives present to introduce them to each other and discuss any common issues.
 - Hold a networking event on the day for a particular section of youth orchestras / dealing with a particular topic of relevance.
- Increase voluntary staffing in courtesy so that arriving members and DGs can be introduced to relevant people or given the opportunity to re-acquaint themselves with people they have met before.
- Re-examine the possibility of making the Festival international.
- Encourage a higher level of participation from orchestras in Northern Ireland.
- Develop a programme of free / reduced price tickets with the aim of introducing those without access to classical music and providing access to the festival to those learning music in the new class teaching models that are appearing in DEIS schools. (The Festival being on a Saturday makes this difficult.)
- Potentially work with the National Concert Hall Learn and Explore department on a year-round basis in mutual promotion of activities and in the presentation of the education and access work of both organisation at the Festival of Youth Orchestras.

ConCorda Chamber Music Course

ConCorda is a chamber music course with orchestra and improvisation / drama activities for advanced string players initiated by IAYO's Honorary President, Dr Hugh Maguire. The course's current Director is Joachim Roewer, violinist with the Irish Chamber Orchestra with artistic directors, Dr Hugh Maguire and Adrian Petcu. The course is held annually in August and has been resident in Kilkenny in recent years.

IAYO has, since 2005, had a funding and administrative relationship with ConCorda. ConCorda is funded by The Arts Council through IAYO.

Objectives

- Continue the positive working relationship that has existed in the past.
- Continue to provide the necessary administrative supports that are needed by ConCorda.
- Assist in the development of the course. Specifically, this presently involves the development of joint EU funding proposals with the Xenia Ensemble course near Turin, Italy and other potential partners.
- Take part in long-term planning by ConCorda on the maintenance and development of the course.

Irish Youth Wind Ensemble

The Irish Youth Wind Ensemble is an instrumental course and national ensemble for woodwind, brass and percussion players between the ages of 16 and 24 founded by James Cavanagh and Colonel Fed O'Callaghan in 1985. It is held annually in August with concerts around Ireland. The ethos of the IYWE is to offer young wind, brass and percussion players an opportunity to study, perform and experience music specifically composed for the wind ensemble medium and to present music which otherwise would not be heard by Irish audiences. The current Artistic Director is Ronan O'Reilly.

IAYO has, since 2005, had a funding and administrative relationship with IYWE. IYWE is funded by The Arts Council through IAYO.

Objectives

- Continue the positive working relationship that has existed in the past.
- Continue to provide the necessary administrative supports that are needed by IYWE.
- Assist in the development of the ensemble. The Wind Ensemble has moved to University of Limerick this year and it is hoped that there will be a long-term home there. The facilities present the opportunity for development of a junior ensemble or other training activities that the ensemble committee would like to take advantage of.
- Assist in the growth of the national and international reputation of the ensemble.
- Take part in long-term planning by IYWE on the maintenance and development of the course.

IAYO National Chamber Music Workshops

The IAYO National Chamber Music Workshops are weekend residential courses for junior strings, woodwind and brass and are generally held at the end of April / beginning of May. The course changes location every one or two years in order to bring the experience of chamber music playing and music courses to new players and new areas.

Objectives

- Be confident in running the course in peripheral areas despite low numbers of participants. Look at low numbers as need for development.
- Use a mixture of local teachers and reliable regulars as tutors with the aim that the regulars pass on the benefit of their experience.

Possible Developments

- Hold the weekend residential course in a location for two years in a row followed up by a chamber music day for two more years. (This would see ongoing work in an area for four years, building local capacity and interest to continue.)
- Use a balance of experienced and new tutors for courses.
- Bring local and inexperienced tutors together before courses so that they can have a full meeting, introduction and some training in how to tutor chamber music.
- Create follow up supports for young chamber music ensembles by way of performance opportunities (i.e. prior to concerts at the Festival of Youth Orchestras) and access to chamber music from the IAYO library.
- Create models for orchestras whereby chamber music playing can become part of the orchestra's culture.
- Encourage young chamber ensembles to seek performance opportunities and promote themselves by carrying advice and articles in Newsnotes and online.
- Keep fees for IAYO chamber music courses to a minimum to encourage participation.

Orchestra and Player Workshops

Orchestra workshops help ensembles to develop on their own ground and can provide young players and their conductors with new ways of working, new experiences that help promote interest in participating and techniques for improving the quality of the orchestra with current resources.

In line with the aim of raising standards at the Festival of Youth Orchestras, we will aim to place emphasis on those orchestras that are participating, or interested in participating in, the Festival of Youth Orchestras.

Workshop Types

- Full orchestra workshops
- Artist led workshops (for orchestra or sections)
 - Improvisation
 - Strings or wind
 - Genre (Baroque, Modern)
 - Repertoire specific.
 - Instrument workshops (viola, crossover days . .)
 - Orchestra leaders' workshops

Objectives

- Create or provide workshops that help orchestras achieve specific artistic or organisational aims.
- Develop collaborations with professional orchestras and ensembles such that engaging with youth orchestras becomes part of their normal programming.
- Encourage orchestras participating in, or interested in participating in, the Festival of Youth Orchestras to use the opportunity to develop and implement specific artistic or organisational goals.

Workshops for Orchestra Directors

In view of the fact that many youth orchestra conductors also fulfill various other functions in relation to youth orchestras, a programme of workshops including various aspects of knowledge for such a position has been part of the ongoing programme of IAYO.

- Conducting and Direction

- Baton technique
- Leadership
- Programming
- Score Reading and Preparation
- Instrumentation (wind for string players etc)
- Youth involvement
- Developing / growing the orchestra

Annual Summer Conducting Course (3-5 days)

IAYO has held conducting courses in the past, some in conjunction with the National Youth Orchestra of Ireland. It is now aimed to make this an annual event, to be held following the end of the Leaving Cert exams.

Objectives

- Create an ongoing programme of workshops and training for orchestra directors.

Organisers' Training

A large range of courses are provided for arts and non-profit organisations through Business to Arts, The Wheel, the Health Service Executive, National Youth Council of Ireland, etc. IAYO will encourage members to access suitable training through these agencies. IAYO will only engage directly with such training where the subject matter is specifically and exclusively relating to youth orchestras / youth music.

Provided by IAYO

- Touring with orchestras
- Planning the growth and development of an orchestra
- Sourcing artistic personnel

Provided through third parties

- Child protection and welfare
- Fundraising and sponsorship
- PR, Marketing and Advertising
- Advocacy and networking

- Planning and development
- Board / Committee development
- Sourcing and managing volunteers
- Ensuring legacy and continuity
- Legal and financial responsibilities of managing a society, club, or company
- Event management
- Audience Development

Objectives

- Provide appropriate training for the organisers of youth orchestras where such training is not available through other organisations.
- Make youth orchestra organisers aware of training opportunities through third parties and encourage participation in appropriate training.
- Encourage best practice amongst member orchestras in relation to child welfare and youth participation through encouraging participation in appropriate training.

Proposed Programme Extensions

Touch Bass Course with NYOI

- Proposed collaboration to revive the Touch Bass course. This course was held in very high esteem by IAYO members and they feel it should run again.
- Possibility of crossover days to get players to transfer from more usual instruments (e.g. flutes) to less usual ones (e.g. oboes). Use the IAYO instrument bank to support these activities.

Development Grants for Collaborative Programmes

Occasionally, IAYO receives requests for funding from member organisations for activities that very definitely support the mission and work of IAYO. At present, there is no mechanism to provide such funding. Therefore it is proposed that IAYO might, in the future:

- Develop a policy whereby it is possible for IAYO to fund member-led initiatives that promote the mission of IAYO. This is already in draft format.
- Be in a position to seek funding or sponsorship for such initiatives or to support member organisations in gaining such funding or sponsorship.

Scholarships to Attend Courses Abroad

- Initiate a programme of scholarships for those conductors wishing to attend courses abroad in conducting or other skills related to working artistically with young instrumental players.

Finance

IAYO, like most other companies in Ireland, exists in an era of shrinking finances.

Both income and expenditure levels have been in decline since reaching a peak in 2007 at which time the Arts Council Revenue grant reached €141,000 with extra capital and programming grants from The Arts Council totaling €22,000 also drawn down in that year. Since 2008, the Arts Council Annual Funding (Revenue Grant) has declined by 22% against a total cash-income decline of 8%. IAYO has fared around the average with regards to cuts from The Arts Council over the last two years.

Programming income dropped in 2008 from the previous year due to the reduction of the Regional Youth Orchestra programme but has been climbing steadily since, mostly due to the success in the ConCorda and Irish Youth Wind Ensemble courses which have been building steadily over this time. Fees for the IAYO Chamber Music Workshops and other courses have been reduced in recent years while the Festival finances have remained relatively stable since 2005 other than a break in sponsorship in 2007. Ongoing sponsorship for the Festival has been withdrawn for 2011 and the board is presently assessing the impact of this on the overall programme and initiating the search for new sponsorship.

The main priority at present is to ensure the survival of IAYO through the recessionary period. It is hoped that it will be possible to maintain current levels of activity despite the potential of funding cuts by cutting expenditure where it is possible to do so and opening up new funding streams that can support the ongoing work of IAYO. Significant savings have already been made in core costs which have seen a greater proportion of company expenditure on the artistic programme without reducing operational capability.

Objectives

- Aim to maintain current funding level from The Arts Council.
- Secure a new sponsorship arrangement for the Festival of Youth Orchestras and the Youth Orchestra Achievement Awards.
- Reduce costs, where possible, by negotiation.
- Replace cash expenditure with benefit-in-kind.
 - Aim to replace programming expenditure through collaboration with other organisations.
 - Prefer venues offered for free or at cost.
- Investigate and pursue new funding streams through:
 - The Department of Education and Skills.
 - Department of Health and Children.

- EU Culture and Youth-in-Action Programmes.
 - Other programmes that may apply to IAYO.
- Develop and pursue new sponsorship opportunities for activities including:
 - Irish Youth Wind Ensemble.
 - ConCorda.
 - Instrument Bank.
 - Music Library.
 - Orchestra Director's programme and conducting scholarships.
 - Touch Bass Course.
 - Newsnotes - Paper Copy, Website, E-shots

	2008	2009	2010	2011 Projected
Income				
Arts Council Annual Funding	€141,000	€135,000	€110,000	
Arts Programme	€68,202	€75,315	€79,763	
Sponsorship	€19,000	€20,000	€21,000	
Membership Fees ¹	€3,245	€5,891	€6,515	
Other Public Funding ²	-	€6,000	€0	
Other	€3,724	€3,972	€1,328	
	€235,171	€246,178	€218,606	
Expenditure				
Arts Programme	€111,804	€117,389	€112,179	
Wages	€79,783	€73,238	€72,448	
Administration ³	€23,278	€28,776	€16,946	
Travel	€9,903	€9,021	€4,534	
Marketing	€6,203	€4,986	€5,886	
Legal / Financial	€4,533	€3,423	€2,973	
Insurance	€2,203	€2,348	€2,366	
Assets ⁴	€818	€2,907	€362	
Other	€343	€862	€0	
	€238,868	€242,950	€217,694	
Annual Surplus / Loss	-€3,697	€3,228	€912	
Income from Activities ⁵	€94,171	€105,178	€108,605	
AC Annual Funding %	59.96%	57.65%	50.32%	
Benefit-in-kind (BiK) ⁶	€8,785	€17,809	€25,734	
Income with BiK	€243,956	€263,987	€244,340	

¹ The apparent growth in membership fees is due to a shift in collection from directly after the AGM to the new year. Membership fees and the income from them has been relatively static since 2005.

² Arts Council Young Ensembles Scheme funding for Rebelsa Quartet in 2009.

³ Increased administration costs in 2009 are attributable to moving office including moving costs and a three-month rental deposit. Corresponding savings are being made in 2010 through reduced rent and rates.

⁴ Assets costs refer primarily to the repair and maintenance of instruments.

⁵ Includes Arts Programme, Sponsorship, Membership Fees and Other.

⁶ Benefit in kind is the cost of goods or services that were received for free or paid by others on behalf of IAYO. It includes rent, rates, radio advertising, Festival receptions and t-shirts, venue fees and web site development. This figure does not include the value of voluntary staff.

Expenditure with BiK	€247,653	€260,059	€244,956	
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Staff

IAYO exists with the involvement of professional staff and volunteers. The distinctions are sometimes blurred as contracted staff are often paid on a semi-voluntary basis - either being paid for some parts of their work and not others, or their contract fees being dependent on the financial outcome of activities.

The overall company structure is as follows:

Honorary President: This is an honorary position currently held by Dr Hugh Maguire.

Board of Directors: Directorships of IAYO are voluntary. The board of IAYO is presently comprised of eight members, seven of whom are, or were, representatives of member orchestras. The final member of the board is a previous Acting Director of IAYO.

Members: (Youth Orchestras, Ensembles and Related Organisations) The members of IAYO are the de facto owners of the company. Membership is renewed on an annual basis through subscription. The members direct contribution to the direction of the company is facilitated through the Annual General Meeting where they may vote on matters of company policy and on elections to the Board of Directors.

Full time Staff: There are presently two full time staff – a Director and an Administrator.

Contract Staff: Festival and course directors, tutors and workshop facilitators, festival crew, ConCorda and IYWE director's, course managers, tutors, and residential staff (also volunteers).

Volunteers: Helpers for workshops and residential courses. Board members contribute voluntarily in management of courses, policy development, representation and advocacy.

Youth Volunteers and Assistants: Assistants and trainee staff at the Festival of Youth Orchestras, TY students in the office.

Others: People on work placements, community employment, European Volunteer Service. IAYO has recently completed its first work placement for a Marketing & Management masters student and is investigating further work placements in marketing and communications.

Objectives

- Maintain two full-time staff. This is important to maintain operations and implement the current plan. It is also important for staff morale.

- Increase the pool of volunteers for specific activities:
 - monitoring and dissemination of information on funding opportunities.
 - Contributors to website content, blogs and social media
 - Advice on artistic development of IAYO and for members. An ad-hoc committee has been proposed for this purpose
- Attract new board members or advocates who can assist the company in promoting and financing itself, effectively carrying out its operations and ensuring its long-term survival.
- Potentially increase the role of young players in the organisation so that news and information for young players can be managed and disseminated by themselves.
- Investigate increases in specific areas of organisational capacity by offering meaningful placement opportunities through the European Volunteer Service, the Community Services Programme and student work placements.

Plan Implementation and Evaluation

It may not be possible to implement all the aspect of this plan in the coming years. The board of IAYO will evaluate the various aspects of operations on an ongoing basis and prioritise as necessary.

Objectives

- The Director shall provide regular reports to the Board of Directors on the progress of implementation of the plan.
- Aspects of the plan will be reviewed on a rotated basis by the Board of IAYO.
- A more general review of the plan will take place annually in April to set operational and financial priorities for the coming year and the longer term.
- Feedback shall be sought from participants and staff in all programmed activities.
- Membership surveys shall be conducted on a biennial basis to inform the board of the current needs of youth orchestras, their staff and young players.
- A report on the implementation of the plan shall be made annually to the Annual General Meeting and published on the IAYO web site.
- Member organisations and other stakeholders will be encouraged to make known their views on the plan and its implementation.

Policy Requirements

The following are the policy requirements for IAYO in its ongoing operations.

Strategic / Business Plan

- Development Plan (This Document)
- Financial and Fundraising Strategy (Currently in draft format for review by the Board)
- More detailed specific plans should be developed, either separately or as part of this plan, for the Irish Youth Wind Ensemble, ConCorda, the Festival of Youth Orchestras and other IAYO activities.

Child Protection and Welfare

- Current version of the Child Protection Policy was revised in August 2008. It is current but due for review.
- A statement of the position of young instrumental players in relation to the organisation is necessary. To what extent does IAYO engage directly with young players and what part can they play in the organisation.

Standard Operating Procedures

- Festival of Youth Orchestras. SOP exists as lists. Requires reorganisation.
- Courses. Some directions exist but they should be revisited.
- Guidelines exist for most operations in the company and are added to on an ongoing basis.

Communications / Marketing Plan

- Communications plan is in completed draft format.
- The development of a complete marketing plan will begin in 2011.

Newsnotes Editorial Policy

- Completed and for review.

Employment Policies

- Detailed Staff Handbook: Complete and up-to-date.
- Job Descriptions and Contracts: Under review .

Company Information

Irish Association of Youth Orchestras Ltd
(IAYO)

Honorary President

Dr Hugh Maguire

Directors

Vincent Hunt (Chair) (Lír Youth Orchestra, Midlands Youth Orchestra)

Joanne Cater (Galway Youth Orchestras)

Bríd Cannon

Clare Daly

Tomás McCarthy (Cork Youth Orchestras)

Mona McMahon (Kylemore College Orchestra)

Cherry O'Keeffe (Dublin Youth Orchestras)

Carmel Ryan (Dublin Youth Orchestras)

Majella Swan (Carlow Youth Orchestra)

Staff

Allin Gray (General Manager)

Bertie Buckley (Administrator)

Registered Office

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Telephone and Internet

T: 021 421 5185

F: 021 421 5193

E: info@iayo.ie

W: iayo.ie, iayo.ie/newsnotes, iywe.ie, concorda.ie

Company Registration Details

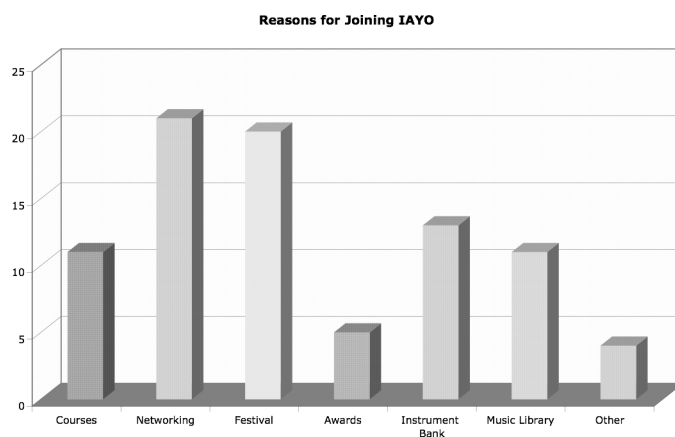
The Irish Association Youth Orchestras Ltd is a company limited by guarantee without a share capital registered in Ireland.

Company Number: 296500

Charity Number: CHY 14198

IAYO Members' Survey 2006

The aim of this summer's survey was to gain insight into how IAYO can better serve its members. Response to the survey was very good with almost 40% of members participating. Responses to the survey have helped us to identify both what IAYO does successfully as well as areas which can be developed.

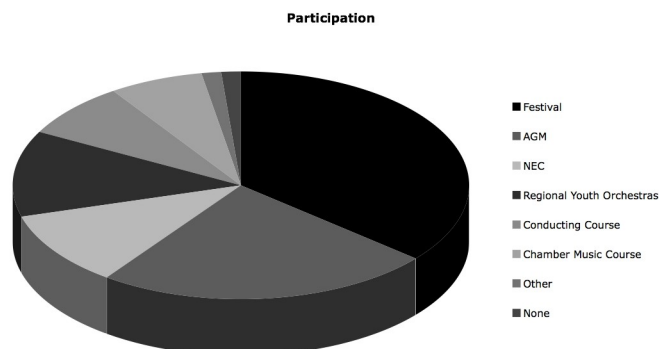


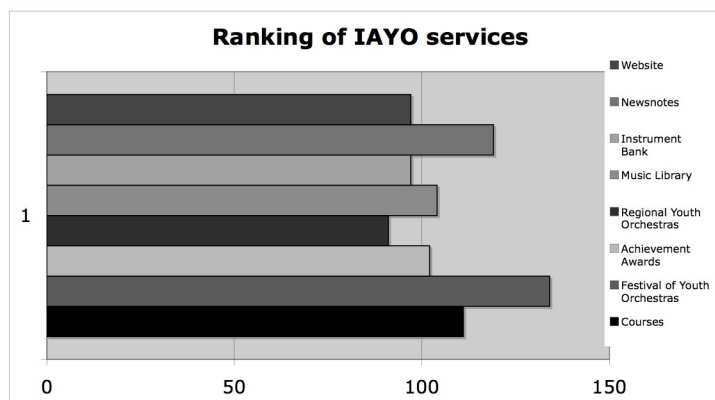
Reasons for Joining IAYO

As illustrated left, Networking Opportunities (72%) and the Festival of Youth Orchestras (68%) were the most common reasons for joining IAYO. Courses (38%) ranked 4th as a reason for joining IAYO.

Participation

In this question, members were asked which activities they had attended in the last 3 years. Not surprisingly, the Festival (36%) is the most well attended activity, closely followed by the AGM (24%). It is important to note that attendance at the AGM only represents 24% of members that responded and not 24% of all IAYO members. Also this graph does not represent annual attendance.





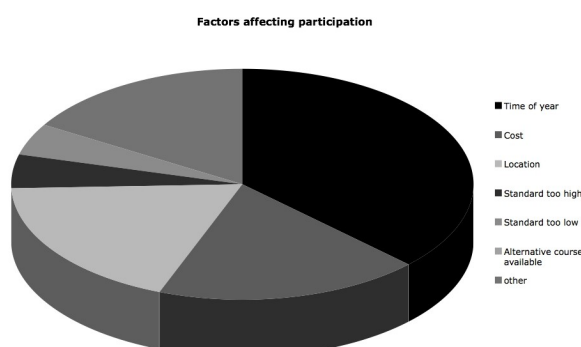
Ranking of IAYO Services

In contrast with the Participation graph above, this graph shows that while members rank certain services highly, they do not in fact use them regularly. Courses (73%) are ranked the 3rd most important service offered by IAYO but

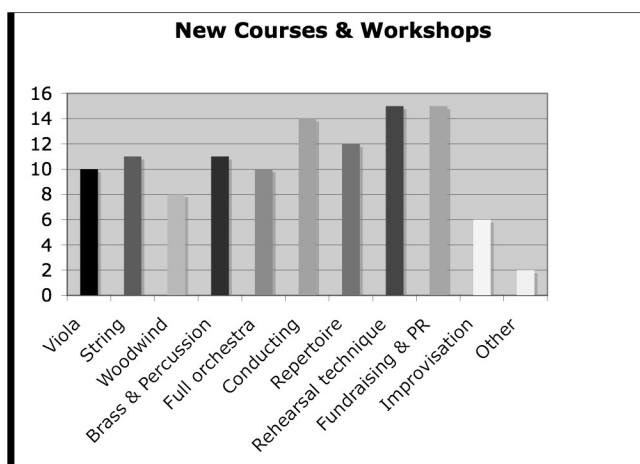
rank among the lowest activities attended by members (15%) in the Participation graph. In keeping with the reasons for joining IAYO, the Festival (89%) ranks highly.

Factors Affecting Participation

At 36%, time of year is clearly the most significant factor influencing members' attendance at events. A later question revealed that Bank Holiday weekends (15%) and Mid-term breaks (12%) are seen as unpopular times for courses and that weekends in term time are by far the most popular (46%) time for courses to take place.



Other factors affecting participation are cost and location of courses, (both 19%). It is also worth noting that 16% of respondents chose not to participate in IAYO courses because a more suitable alternative was available to them.



New Courses & Workshops

Members were asked to choose from a list of courses they would be interested in attending if IAYO were to offer them. Below you will see that response to most courses was very high with many respondents choosing 6 or more courses. The most popular choices are courses on rehearsal technique (93%) and Fundraising

& PR (93%), followed by conducting (62%).

Website

55% of respondents only use the website occasionally throughout the year. 27% use the website monthly and 13% never use the website. The main reasons given for logging on to the website are accessing course information (26%) or general use (31%). A major website update is currently underway which will introduce many new features, including a members section and notice boards. It is hoped that this more interactive website will encourage greater use of the website.

Newsnotes

Newsnotes is considered useful by most members with 100% of respondents reading the newsletter. Above, Newsnotes is 2nd after the Festival in the rank of importance of IAYO services. News and reviews are the most important sections of the newsletter followed by course information. Suggestions for improving Newsnotes include having a 'Buy & Sell' section, a section on inter-orchestra loans, recommendations for repertoire and a section advertising youth festivals abroad.

Other Areas for Improvement

11% of respondents felt that the Music Library could be improved. Other areas for improvement suggested by members were more performance opportunities & exchange concerts, more contact between members, more activities outside Dublin, and a greater focus on beginner musicians.