

Eternity by Circa. Created by Yaron Lifschitz and the Circa Ensemble.
Co-commissioned by Brisbane Festival and City of Newcastle's New Annual Festival.
Photo Credit: David Kelly



Strategic Plan

2025 – 2027



Our Vision

To ensure the **long-term sustainability** and **vibrancy** of the live arts and entertainment industry, so that it continues to contribute to Australia's **economic, social** and **cultural wellbeing**.

Our Mission

- To be a **champion** for the live arts and entertainment industry
- To **support our members** through a **rapidly changing** and **increasingly complex** business and industrial relations environment
- To **promote high standards of practice** so that consumers, government and regulators have confidence and trust in the live arts and entertainment industry

Our Values

Member-focused

Everything we do is for the benefit of our members

Knowledgeable

We are trusted experts on specific industry issues to support members' needs

Approachable

Members can approach and rely on us to provide accurate and quality information, advice and support

Collaborative

We collaborate with our members and stakeholders to achieve the best outcomes for the industry

Accountable

We invest and manage our resources wisely

Respectful

We treat each other, members and stakeholders with respect



Dijit Dossanjh, 2023 Born to Shine Tour, TEG Live
Photo Credit: Justin Ma



Industry challenges and opportunities

Workforce

- Complex industrial relations framework; new and changing workplace laws and regulations
- Skills shortages, particularly in technical and production roles
- Attracting and retaining talent; lack of talent in the pipeline; generational change
- Costs of responding to change
- Creating jobs and sustainable career paths

Consumer

- Audiences have changed - do we know our audiences and what they're interested in?
- Ticket buying habits have changed – very late ticket buying, plus fewer subscriptions and increased single ticket sales are creating greater financial risk for producers
- Cost of living pressures; buying tickets to a live event is discretionary; consumers are more discerning but willing to spend to see their favourite artist
- Accessible events and engagement with audiences with access needs – what does best practice look like?
- Cross over with digital forms of entertainment to engage audiences

Production

- Significantly increased production costs (e.g. wages, staging, touring, freight etc) and costs of doing business (e.g. compliance, marketing, cybersecurity)
- Limited box office, philanthropy and sector partnerships revenue; limited investor pool
- Limited venue space in key cities due to refurbishments or long-term hires; lack of investment in maintaining existing infrastructure
- Ready for more sustainable solutions

Government

- National Cultural Policy (*Revive*) and state based cultural policies; limited funding to deliver policy objectives; Revive 2.0 anticipated to be released in 2028
- Shift in emphasis in government investment in arts and culture
- Declining public funding in arts and culture, leading to instability in not-for-profit and small to medium sectors - will companies survive in 5 years? What are the business models that will support artistic practice and drive future growth?



Strategic Pillars



Leadership

Take the lead on strategic issues and be the prominent voice on behalf of the industry



Advocacy

Advocate and influence regulatory and public policy decisions, and raise the industry's profile



Negotiation

Negotiate industrial, commercial and licensing agreements that are flexible, transparent and fair



Big Name, No Blankets, LBUJERRY Theatre Company at Sydney Festival 2024, Photo Credit: Brett Boardman



Core activities



Advocacy & Government Relations



Workplace & Industrial Relations



Policy & Regulatory

What we will do

- Advocate for public policies and regulatory frameworks that support the industry – priority focus on tax offsets for live theatre and skilled workforce
- Build and maintain relationships with government stakeholders at federal, state/territory and local government levels; greater focus on local government
- Build alliances with allied industries (e.g. tourism, sport) and key stakeholder groups
- Negotiate industrial agreements and awards; consult with Media, Entertainment and Arts Alliance (MEAA) and appear in the Fair Work Commission (FWC)
- Provide Member advice on workplace matters including agreements, awards and conditions of employment
- Represent members at FWC and state industrial tribunals on employment matters (e.g. unfair dismissal, general protections, dispute resolution)
- Provide workplace relations advice and support: employment contracting, performance management and termination
- Provide immigration visa services
- Monitor, review and respond to proposed public policy and regulatory changes that affect the industry
- Educate members on any new or changes to relevant laws, regulations and public policies
- Monitor, review and negotiate copyright licensing schemes and administration arrangements

Supporting activities



Best Practice



Research & Market Development



Events

What we will do

- Review and update existing Codes of Practice (e.g. Ticketing Code) and guides (e.g. Privacy, Work Health and Safety)
- Develop guidelines, templates and resources for new or emerging issues that affect business operations (e.g. psychosocial hazards, digital)
- Undertake research to support advocacy activities
 - Annual Ticket Attendance and Revenue Report
 - Economic impact, size and scope
- Collaborate, where appropriate, with research partners to identify and undertake research topics that will benefit the industry (e.g. forward-looking research that helps industry respond to change and understand opportunities to engage with diverse or new audiences)
- Deliver roadshows and member briefings
- Review Industry Achievement Awards (i.e. JC Williamson and Sue Natrass Awards)
- Explore options and funding models for re-establishing national Industry Awards

Measuring success

Outcome

Key Performance Indicator



Investment environment supports a sustainable and vibrant live arts and entertainment industry

- Government support for tax offsets for live theatre
- Revive 2.0 includes an investment uplift to Creative Australia



Stable industrial relations environment

- New Performers' Collective Agreement
- New digital agreements



Members' knowledge of workplace and other relevant laws have improved

- Usage of LPA resources, tools and templates
- High participation at LPA member training/briefings



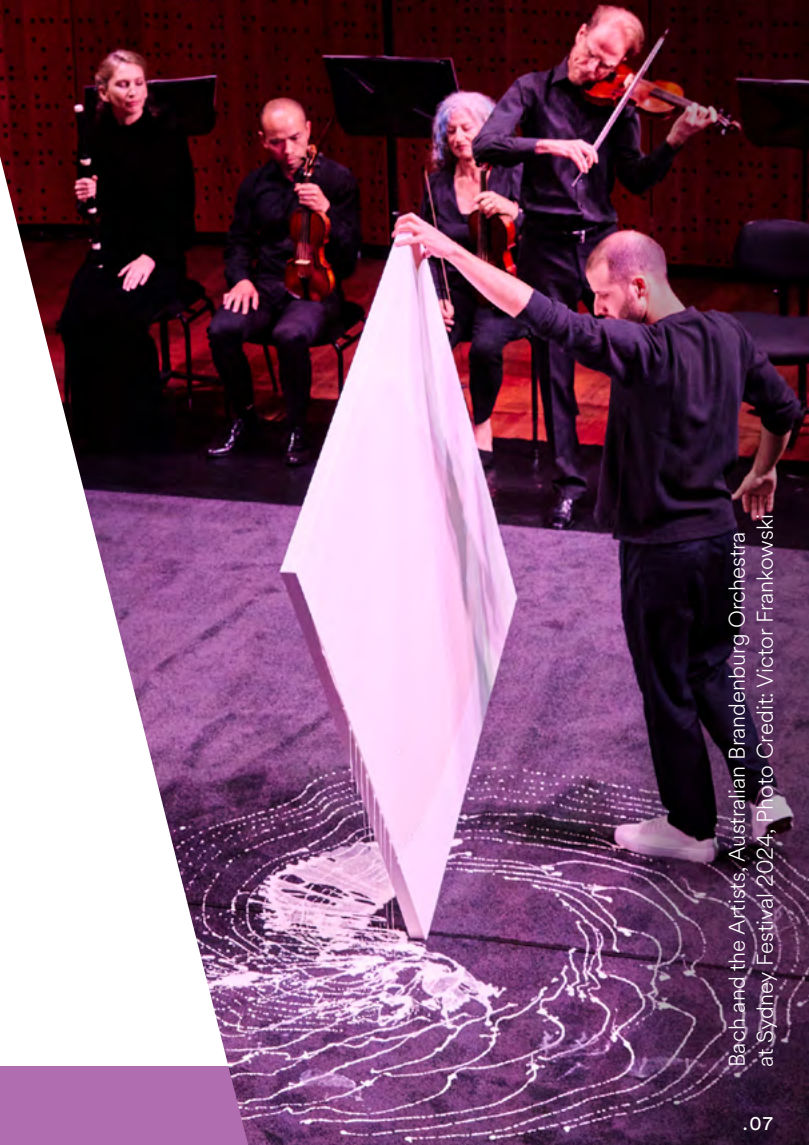
Members are satisfied with LPA services

- Member satisfaction greater than 80%
- Member renewals greater than 90%



LPA is in a strong financial position, achieving and maintaining its reserves target

- Level of reserves 40% of annual turnover



Bach and the Artists, Australian Brandenburg Orchestra at Sydney Festival 2024, Photo Credit: Victor Frankowski



About Live Performance Australia (LPA)

LPA is the peak body for Australia's live arts and entertainment industry. Established over 100 years ago in 1917, LPA is a registered employer organisation under the *Fair Work (Registered Organisations) Act 2009* and has around 400 members nationally.

We represent commercial and independent producers, music promoters, performing arts companies, venues (performing arts centres, commercial theatres, stadiums and arenas), arts festivals, music festivals and service providers (such as ticketing companies and technical suppliers). Our membership spans small-medium and not-for-profit organisations to large commercial entities.

Australian Entertainment Industry Association

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