



Executive Summary

This plan updates the 2024 Strategic & Operational Plan and aligns the organisation around a national, independent and business-focused mandate. It consolidates meeting outcomes from March 2026 and sets a three-year strategy (2026–2028) with an FY26–27 operational program.

Key shifts include:

- Sharper mission centred on the live music business ecosystem (workers, operators, SMEs, sole traders).
- Adoption of a four-step operating model: Identify → Simplify → Inform → Advocate.
- Priority focus on ticketing trust protections, insurance leadership, superannuation clarity, and best-practice contracting.
- Creation of an authoritative research & reporting function and a project-based sponsorship model.
- Launch of a voluntary Grassroots Venue & Artist Development pilot using existing charitable infrastructure.

Board Members

Name	Board Role	Company	Sector
Howard Adams	Chair & Secretary	Corner Soul	Legal
Angie Dunbavan	Deputy Chair	Red Chair	Promoter
Kylie Thompson	Treasurer	Sorrento Strategic	Accounting
Sharlene Harris	Director	ALH Group	Venues
Brian Chladil	Director	Oztix	Ticketing & Promoters
Stephen Wade	Director	Select Music	Booking Agents
Jarrad Thessman	Director	Midnight Assembly	Events & Production
Andrew Bassingthwaighte	Director	Xcelerate	Insurance & Risk
Hayley Ayres	Director	360 Artist Logistics	Promoters & Events
Larissa Jane Ryan	Director	Hutch Collective	Artist Development
Rod Smith	Director	Corner Group	Venues
Ben Tillman	Director	Yours & Owls	Agents & Promoters
Letisha Ackland	Director	Balya Productions	Logistics & Production

Mission, Vision, Values

Vision

A sustainable, nationally coordinated live music business community and ecosystem where small and medium enterprises, sole traders and workers can thrive, creating reliable jobs, stronger communities and enduring cultural value.

Mission

We are the national voice for the business of live music. We identify critical complex issues, simplify them into actionable solutions, inform members and stakeholders, and advocate for effective industry policy and practice.

Values

- **First Nations First:** we value First Nations Cultural leadership and always follow protocol.
- **Independent & National:** we synthesise state and sector perspectives into one credible national position.
- **Business-First & Member-Led:** we represent workers, operators, sole traders and SMEs across the ecosystem.
- **Evidence-Led & Practical:** we prioritise data, clarity and implementable solutions.
- **Collaborate, Don't Duplicate:** we lead where uniquely placed, collaborate where others lead, and step aside when appropriate.
- **Integrity & Transparency:** we uphold high standards in governance, partnerships and advocacy.

Strategic Pillars (2026–2028)

P1. Standards and Quality for Live Music Businesses

- **Ticketing:** Advance federal ticketing trust protections; publish national principles for ticket fund handling.
- **Insurance:** Maintain insurance leadership; roll out risk management tools and venue pilots; progress a best-in-class broker panel.
- **Resources:** Publish best-practice business resources (contracts, cancellation, force majeure, PL & weather, vendor agreements).

P2. Workforce compliance

- **Superannuation:** Provide clear user friendly advice for sole traders, bands and agencies as to Superannuation obligations and practical guidance; seek clarifications and rulings where needed.
- **Skills Pipeline:** Partner with training bodies to address skillset gaps and portable accreditation.
- **Safety:** Promote and advise on safe, professional workplaces (mental health, hearing, WHS) aligned to national guidelines.

P3. Audience Artist and Venue Development

- **Grassroots venue and artist development fund:** Pilot a voluntary Grassroots Venue & Artist Development Fund using existing charitable infrastructure.
- **Grassroots Industry Authority:** Lead the national discussion and definition of “grassroots venue” and support venues to engage with all-ages circuits and regional touring, in collaboration with organisations including The Push.
- **Undertake Pilots:** Lead and back venue and festival pilots that prove scalable, inclusive audience growth models.

P4. Member Engagement

- **Member Engagement:** Continue to develop highly relevant content for in person and online events that address key industry issues consistent with this plan.
- **Regional Focus:** Maintain monthly online and in-person forums in regional locations across the whole country.
- **Industry Events:** Participate in important national and state industry events, awards and conferences and wherever possible incorporate an ALMBC member event as above.
- **Member Support:** Support members to attend national and international conferences and industry events.

P5. National Industry Authority

- **Benchmarking & Research:** Publish Live Music Business Benchmark reports and position papers with university partners, surveys, etc to underpin advocacy
- **Research:** Run rolling member and sector surveys (demographics, employment, economics) to underpin advocacy.
- **Advocacy:** Release topical insight papers (e.g. ticketing, insurance, superannuation) timed to key industry moments.
- **Policy Leadership:** Lead national live music industry responses to national policy debates and government submission requests.

P6. Financial Stability & Partnerships

- **Sponsorship:** Shift the organisational income from passive “partner” tiers to project-based sponsorships with clear deliverables and branding. Develop a high-value sponsor cultivation program (live events, briefings, insight access).
- **Sponsor Engagement Program:** Develop and deliver a program of engagement for sponsors to ensure sponsor satisfaction.
- **Diverse Revenue Streams:** Build a diversified revenue mix (membership growth, sponsorship, training/accreditation, research partnerships).

P7. Government & Industry Liaison

- **National Liaison Role:** Establish a part-time national liaison function to coordinate with state bodies and sector orgs, if budget allows.
- **Cross-Jurisdictional Engagement:** Convene regular cross-jurisdictional roundtables; synthesise state inputs into national positions.
- **Agency Engagement:** Maintain constructive relationships with regulators and agencies (ATO, ASIC, Insurance bodies).

Operational Plan 2026 - 2027

Initiative	Owner	Start	End	Key Milestones	Success Measures (KPIs)
Ticketing Trust – national principles + advocacy package	Chair, Board Lead + EGM	Apr 2026	Dec 2026	Publish principles; stakeholder briefings; parliamentary meetings	Principles released; 12 govt/agency meetings; 2 media op-eds; 5 partner endorsements
Insurance Leadership – Neptune rollout + risk app pilots	Board Insurance Lead & EGM	Apr 2026	Mar 2027	Pilot 10 venues; publish case studies; refresh broker panel	10 pilots; 6 case studies; 15% member uptake of products; premium/coverage improvement evidence
Best-Practice Resource Library (contracts, PL/weather, cancellations)	Chair & EGM	May 2026	Feb 2027	Draft > consult > publish v1.0; update cadence set	8 resources published; 1,500 downloads; 85% user usefulness rating
Superannuation Clarity – guidance + request for rulings	Board Super Lead & EGM	May 2026	Nov 2026	Member guidance; engage ATO; seek private rulings from ATO where warranted	Guidance released; 2 ATO engagements; ruling path defined; 25% reduction in member queries

Annual Benchmark Report – with university partner	Dep Chair & EGM	Jun 2026	Mar 2027	Survey design; data collection; report launch @ BIGSOUND	Report delivered; 500+ respondents; 10 citations; 3 policy recommendations adopted/under review
Grassroots Fund – pilot design and launch	Chair & EGM	Apr 2026	Jan 2027	ACF pathway agreed; select venues (50–100 cap); fundraising partners onboarded	Pilot launched; \$100k raised; 12 venues supported; evaluation report published
Sponsorship Overhaul – project-based packages	Chair, Board Sponsorship Lead & EGM	Apr 2026	Sep 2026	Inventory of sponsorable products; prospecting; first closes	\$100k new cash/in-kind; 6 sponsors onboarded; 80% deliverables met
National Liaison – establish function & roundtables	Chair & EGM	Jun 2026	Mar 2027	Hire/contract liaison; quarterly roundtables; MoUs with key bodies	Role in place; 4 roundtables; 5 MoUs; joint statements on 3 issues
Member Engagement Program – in-person & online events, regional forums, conference support	Board Membership Lead & EGM	May 2026	Mar 2027	Quarterly member events delivered; monthly regional forums in 4+ locations active; conference	12+ events/forums delivered; 4+ regional locations; 30 members supported at external conferences; member NPS \geq +35

				attendance support program launched	
Skills Pipeline & Workforce Safety – training body partnerships and WHS/mental health guidance	Board Training Lead & EGM	Jul 2026	Mar 2027	Identify 2 training body partners; co-design portable accreditation pathway; publish WHS and mental health resource guide	2 training body MoUs signed; portable accreditation framework drafted; WHS/mental health guide published; 500+ downloads
Grassroots Industry Authority – national definition of “grassroots venue”, all-ages circuits and regional touring engagement	Chair & Board Venue Lead	Jun 2026	Mar 2027	Publish national definition of “grassroots venue”; engage The Push and state bodies; publish all-ages and regional touring toolkit	Definition published and endorsed by 3+ sector bodies; 2 state collaboration agreements; toolkit published; 20+ venues engaged
Topical Insight Papers & Policy Submissions (ticketing, super, insurance, WHS)	Board Comms Lead & EGM	May 2026	Mar 2027	Publish 3 insight papers timed to key industry moments; lead 2+ government submission responses; rolling sector surveys established	3 papers published; 2 government submissions lodged; 500+ downloads; 5+ media citations per paper; rolling survey cadence documented

<p>Sponsor Engagement & Retention Program – post-onboarding satisfaction, renewals and pipeline</p>	<p>Chair, Board Sponsor Lead & EGM</p>	<p>Sep 2026</p>	<p>Mar 2027</p>	<p>Sponsor satisfaction surveys sent; mid-cycle check-ins completed; renewal conversations initiated Q4 2026</p>	<p>≥80% sponsor satisfaction; ≥70% renewal rate; 2 new sponsors from referrals; deliverables tracker current</p>
<p>Revenue Diversification – membership growth drive, training/accreditation income stream, research partnerships</p>	<p>Chair, Treasurer, Fund Raising Lead & EGM</p>	<p>Jun 2026</p>	<p>Mar 2027</p>	<p>Launch membership growth campaign; finalise training/accreditation income stream; execute 1 paid research partnership</p>	<p>+30% net membership growth; \$30k+ training revenue; 1 research partnership (\$20k+); no single revenue stream >50% of total</p>

Suggested Enterprise KPIs (FY26–27)

- Membership: +30% net growth; +20% retention improvement; NPS \geq +35.
- Advocacy: ticket trust principles published and endorsed by \geq 5 peak/orgs; 12+ govt meetings.
- Insurance: 10 venue pilots; 15% uptake; 6 case studies evidencing premium/coverage gains.
- Resources: \geq 8 best-practice guides published; 1,500 downloads; \geq 85% usefulness rating.
- Research: 1 benchmark report; 500+ responses; 10+ media citations.
- Funding: \geq \$100k new (cash & in-kind) sponsorship; \geq \$100k grassroots fund pilot; grant success \geq \$100k.
- Engagement: 4 national roundtables; 5 MoUs with state/sector bodies; 12 member forums.

Governance & Resourcing

Board: maintain a skills-based matrix and staged renewal. Establish Board leads and sub-committees for Policy, Insurance, Fund Raising, Membership, Sponsorship, Projects, Research and Development. Implement quarterly performance dashboards against this plan.

People:

EGM (0.5–0.6 FTE) - maintain current

National Liaison (0.4 FTE) - new position

Top Risks & Mitigations

Risk	Impact	Likelihood	Primary Mitigation
Funding concentration	High	Medium	Diversify revenue; stage-gate projects; reserve policy (3 months OPEX).
Stakeholder fragmentation	High	Medium	Formal MoUs; liaison role; joint statements; careful positioning.

Policy slippage (ticket trust, super)	Medium	Medium	Publish principles; bipartisan engagement; align with consumer protection goals.
Insurance market volatility	Medium	Medium	Multi-underwriter panel; evidence from pilots; member education.
Delivery capacity	Medium	Medium	Contracted specialist roles; phased roadmaps; prioritisation via pillars.

Draft