



Live music

STRATEGIC PLAN

2016-2021

Overview of the City of Ballarat Live Music Strategic Plan



Background

Community engagement is a broad concept encompassing a wide range of activities and initiatives. The style and level of engagement is selected and adapted based upon the process or project.

Live music spans a wide range of genres from rock and hip hop to jazz and classical, played in pubs, theatres, schools, festivals and even on the street. A healthy local live music scene, both professional and community-based, indicates that a region can sustain entrepreneurial creative industries, has strong social capital, and is culturally vibrant.

Over recent years, urban councils across Australia have been developing Live Music Strategic Plans to reduce regulatory and non-regulatory barriers and embrace opportunities. The City of Ballarat is one of the first regional councils to develop a Live Music Strategic Plan, capitalising on strong community interest in live music and live music enterprises in our region. The Strategic Plan also implements an action in the Ballarat Strategy, the City of Ballarat's vision for the city to 2040.

The Ballarat Live Music Advisory Committee, appointed in early 2015, was a key source of input.

Content

The Live Music Strategic Plan has a scope of five years, from 2016 to 2021. It defines the goals and objectives underpinning support of local and regional live music and identifies actions to strengthen development, appropriate to Council's role within the community.

The Strategic Plan includes actions for each of the five objectives within the vision as outlined below:

“As the capital of Western Victoria, Ballarat is a city and a regional centre:

- where musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable
- minimising regulatory burdens on musicians and music enterprises
- embracing a rich diversity of vibrant live music, across genres, communities, ages and contexts
- that is a regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism
- utilising live music to foster self-expression, personal development and well-being for people of all ages”

Detailed actions (see following table) cover a wide range of topics including, but not limited to, musician and music enterprise creative and business skills, institutional partnerships, audience development, infrastructure, temporary events, busking, planning, liquor licensing and community-based music.

Resources for full implementation are not yet identified, nor are there specific financial commitments for 2016-17 beyond existing resources. Full implementation of some actions would likely require external funding.

As a process for monitoring and reporting on progress and outcomes, the Strategic Plan recommends a publicly-available ‘report card’ on annual progress with implementing accepted actions, and outcomes achieved, over the 2016 to 2021 period of the Strategic Plan.

Object	Summary description of actions
1. Musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable	1.1. Work with peak bodies to pilot a Live Music Coordinator position to plan and implement activities of benefit to the local and regional music sector 1.2. Establish a basic resource page for musicians and music enterprises on the City of Ballarat website 1.3. Encourage musicians to use state and national resources and services, and work with partners to promote professional development activities 1.4. Establish municipality-wide musician registration of interest and panel/database for programming consideration, and a protocol to consider local musicians 1.5. Encourage music enterprises to undertake professional development to strengthen business skills
2. Minimising regulatory burdens on musicians and music enterprises	2.1. Ensure planning officers' training, tools and operational culture enable effective application of entertainment noise 'agent of change' in the Ballarat Planning Scheme 2.2. Determine options for planning response to potential conflicts where 'agent of change' does not apply 2.3. Pilot a flexible scheme of temporary parking for music venue loading 2.4. Streamline event permissions for low-risk events through criteria-based pre-approval, and continue event planning assistance and advice 2.5. Review over time the impact of the updated Footpath Trading Policy and Busking Guidelines 2.6. Encourage music enterprises to input to regulatory dialogue with Victorian Government, and communicate Council openness to piloting alternative liquor licencing measures
3. Embracing a rich diversity of vibrant live music, across genres, communities, ages and contexts	3.1. Build upon success of Local & Live Music Program that promotes diversity of vibrant live music, across genres, communities, ages and contexts 3.2. Raise pride in, and profile of, live music in Ballarat and branding of Ballarat as a 'music city' (e.g. a Ballarat Music Festival) 3.3. An up-to-date 'marketing starter kit' for music presenters in Ballarat, and pilot curated 'ballaratmusic' or 'madeinballarat' social media* 3.4. Continue delivery of FReeZA all-ages gigs presented in local music venues or open air environments, and pilot small funding scheme for under-18 gigs in local music venues as commercial 'proof of concept' 3.5. Targeted local market research of current and potential audiences*
4. A regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism	4.1. Ensure acoustic considerations for public infrastructure are incorporated into planning, maintain and develop existing live music infrastructure, and work to ensure more multi-use buildings are appropriate for live music 4.2. Work with individual festival/event operators to generate greater promotion 4.3. Promote or present genres or types of music performance that are under-served in Ballarat to build diverse audiences from across the region 4.4. Enhance cultural tourism by seeking opportunities to celebrate and promote social history and legacy of live music in Ballarat
5. Utilising live music to foster self-expression, personal development and wellbeing for people of all ages	5.1. Continue FReeZA and other youth music programs presented by the City of Ballarat, and identify gaps and opportunities for Ballarat young people to develop experience 5.2. Pilot a live music touring project in towns across the Central Highlands utilising the small halls network 5.3. Support community-based music activities including through Community Impact Grant Program for community groups

Note: actions marked (*) are intended to be implemented by a Live Music Coordinator (see action 1.1) rather than by the City of Ballarat directly

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1. Context

1.1 What is live music?

Live music spans genres such as rock, pop, dance, blues, hip hop, R&B, metal, adult contemporary, electronica, folk, soul, classical, jazz and improvised music, and art form cross-overs such as sound art, cabaret and music theatre. And that diversity is only scratching the surface.

We can experience live music in pubs, open spaces, theatres, halls, backyards, schools, shopping centres and streets – and music can enliven festivals and events of all kinds.

What links these all is being 'live' – the shared experience between musicians and audiences. Live music gives us connection and helps us to identify. It helps us to express or experience thoughts and emotions. We can foster new skills through it. And it can be a lot of fun!

1.2 What role does live music have in Ballarat?

Live music has always formed a vital part of Ballarat's cultural and economic life – from the earliest gatherings of Aboriginal peoples in the rich resting place of the Yarrowee catchment to European and Chinese music on the mid-19th Century goldfields, through to legendary 1980s pub gigs like at the Bridge Mall Inn. Today, live music continues to build our creative capital and helps make Ballarat an enjoyable place to learn, live and play.

As a major regional city and the centre for the Central Highlands and Western Victoria, Ballarat frequently has a lot happening for locals and visitors alike. Ballarat holds a wide range of opportunities for musicians and those that enjoy music – whether it is seeing a high-profile live music event, contributing to an energetic local scene, or making music as a community.

Ballarat's intimate original music venues including Karova Lounge, Babushka Lounge, The Eastern and Sutton's House of Music, as well as larger venues including the Regent Cinema, Her Majesty's Theatre and the Wendouree Centre for Performing Arts – many clustered in the CBD. These venues provide important spaces for local and touring musicians and audiences of different kinds to come together.

Local independent festivals like the Ballarat Beat Rockabilly Festival, Ballarat Beer Festival, Royal South Street Eisteddfod and The Organs of the Ballarat Goldfields shine a light on specific music genres across the calendar year. Council-initiated free festivals including Harmony Fest, Summer Sundays, Backyard Tasters, Ballarat Laneways–Winterlude and Ballarat Begonia Festival build an appetite in our community for music of all kinds, while also giving important professional opportunities to many local musicians. Ballarat is a festivals city!

Additional Council initiatives including the Ballarat Cabaret Festival, Her Majesty's Theatre's own season, concerts at the Art Gallery of Ballarat and the Museum of Australian Democracy at Eureka (M.A.D.E), as well as youth activities like FReeZA and Sonika music events and the Nexus hip hop program, expand the diversity of music in our community.

Ballarat is a place where the next generation of young musicians can be nurtured to develop their skills and talents. Many schools have active music programs, and Federation University Australia has Ballarat-based courses in Live Production and Music Theatre. Triple J Unearthed lists more than 500 young 'indie' artists and bands with a connection to Ballarat, or around 3.6 artists/bands per 1,000 residents – a proportion matching Melbourne, and nearly double that of regional Victoria (1.9 artists/bands per 1,000 residents)¹. Many prominent musicians have close links to Ballarat, including pop band The Mavis's, young punk group Hunting Grounds (who as Howl won Triple J's Unearthed High competition), Warren Ellis from the Bad Seeds and Grinderman, singer-songwriter Max Sharam, composer David Hirschfelder, opera singers David Hobson and Jacqueline Dark, and conductor Benjamin Northey. Young people engaging with music will not always be a stepping stone to music careers – but it can be a vital part of their personal and social development.

Making music for the love of it plays an important role for many in our community, of all ages and with a range of cultural heritage. Ballarat is a better place with a strong community music culture and participation in groups such as the City of Ballarat Municipal Brass Band, Ballarat Choral Society, BLOC Music Theatre and Voice FM community radio – a by no means exhaustive list.

1.3 What are some of the issues and challenges facing live music in Ballarat?

Making music

Being a successful Ballarat musician is no single thing. Some established musicians might work nationally or internationally, perhaps returning to Ballarat as a home base or to engage with their local networks. Other musicians might focus locally, with professional music one part of a portfolio career in education or non-related fields. Emerging musicians might be building their skills, experience and contacts and seeking out valuable performance opportunities in Ballarat and beyond.

While the Ballarat region is growing, being a musician from a regional city can still feel like a disadvantage. But Ballarat's scale means that emerging musicians are more visible and can get chances they would not in a larger city, and it can be easier to turn bold ideas into reality. With close proximity to Melbourne, Ballarat musicians can also easily link into Melbourne-based services and opportunities. A wide range of local, state and national resources already exist, from service and advocacy organisations such as Music Victoria and APRA-AMCOS to Triple J Unearthed, to ancillary resources like business training, albeit sometimes not well tailored to the local context.

Music enterprises

It can be hard to sustain an ongoing presence as a Ballarat music enterprise such as a venue or festival, particularly in niche areas of music, given market size and cost structures including paying musicians and other workers appropriately for their skills and time. Anecdotally, operating a commercial original music venue in Ballarat is a financial challenge, although this is not atypical across Australia. Individual music enterprises might grow or change over time (and occasionally end) as key individuals grasp opportunities or move onto new challenges. While wanting local music enterprises to thrive, a resilient live music city is a place where transitions in music enterprises happen for appropriate reasons, while avoiding extended gaps that harm the sector and audiences.



Music events, infrastructure and regulatory constraints

Different music events require different types of infrastructure – for example, indoor or outdoor, seated or flat floor, natural or amplified sound, large-scale or intimate. Ballarat’s range of public and private venues offers good diversity for different music needs but some challenges remain, such as multi-use venues with difficult acoustics, logistical difficulties with pop-up events, and the lack of major open air facilities designed to accommodate medium-to-large music events. It is important that music needs are understood and responded to so that Ballarat’s existing, new and future infrastructure can be utilised to its full potential for greatest community benefit.

Sometimes live music can come into conflict with other community objectives. State and local rules aimed at maintaining a safe and liveable community, for example planning, noise, alcohol licensing or parking, can sometimes result in unintended and unreasonable red tape for live music. Paths to better manage risks or resolve potential conflicts are not always clear, particularly for those with less knowledge of government processes. And understanding the practices and needs of live music, particularly small-scale, low-budget activities that characterise the bulk of Ballarat live music, presents a challenge for regulators including in local government. There is opportunity for government to take further steps towards a ‘culture of permission’ that encourages innovation and works to overcome rather than raise barriers to music, in line with policy objectives that value the vibrancy that live music offers in all sorts of contexts.

Audiences

Audience preferences, including what they want from music and synergies between live and online/digital, naturally change over time. Ballarat’s live music sector needs to be responsive to what today’s audiences want and need, while not losing the passion and dedication of musicians that makes the sector unique. A key

challenge is consolidating and growing local interest - which includes reducing barriers to attendance, including lack of awareness, and ensuring audiences have enjoyable experiences so they demand more, and, where relevant, are willing to pay for it.

In general, there is a massive tourism market for unique cultural events on our doorstep – not only visitors from Melbourne, but from other parts of the Central Highlands and Western Victoria.

Conclusion

A healthy live music scene is the sum of many parts working in harmony: talented musicians who have strong business capability or guidance; innovative, entrepreneurial and reliable presenters and venues working to best practice; engaged and interested audiences; close links with the regional and national music context; and supportive governments.

The live music sector, and music in general, operates differently than 20 or 30 years ago. Music is more diverse and the industry is more integrated across regions and borders. Technology has changed alongside audience and community expectations and habits. Ballarat is changing too, with population growth, CBD development and gentrification, and the increasing importance of cultural tourism in our economic base. The Victorian Government highlights live music as a state-wide strength in its Creative State creative industries strategy and has identified live music as a priority through its current Music Works initiative, which offers potential for Ballarat and the region to leverage earmarked State resources for the benefit of the local and regional music scene.

Amongst all this change, the live music experience remains unique, and there is a clear mutual benefit in working together to achieve a strong music culture and economy in Ballarat.



2. Purpose of the Strategic Plan

2.1 Scope and purpose

The Live Music Strategic Plan has a scope of five years, from 2016 to 2021. It defines the goals and objectives underpinning support of the local live music industry and identifies measures strengthening development of local and regional live music economy:

- appropriate to Council's role within the community
- in keeping with the City of Ballarat's long-term planning for Ballarat and its position within the Central Highlands Region
- appropriate to the private sector's commercial interests
- representing potential public/private collaboration
- in accordance with local and state regulations

2.2 Strategic alignment

The realisation of the Strategic Plan implements a key action in the Ballarat Strategy, the City of Ballarat's vision for the city to 2040, to "develop a live music strategy to identify potential barriers to our live music scene and any opportunities that will ensure that live music and creative culture will thrive in the region."

Measures in this Strategic Plan strongly contribute to themes and strategic objectives of the Council Plan 2013-2017, particularly Destination & Economy, Growth & Development, and People & Communities.

Some measures in this Strategic Plan are new or reflect substantial changes to existing practice, in response to identified issues. Others confirm the importance of continuing existing City of Ballarat and community actions that develop the live music economy and ecosystem, and refining them over time to make an even greater impact.

2.3 Development

The Strategic Plan has been developed by the City of Ballarat in the context of, and informed by, various community-wide efforts and consultative processes over recent years to better understand and respond to the challenges and opportunities for live music in our city and region.

For example, in September 2013, the City of Ballarat and Music Victoria co-hosted a regional Live Music Summit, held at the Ballarat Mining Exchange. Stakeholders in Ballarat's live music scene came together to explore the factors affecting our region's live music scene and dynamic and sustainable live music enterprise in Ballarat.

The Ballarat Live Music Advisory Committee has been a key source of input to the Strategic Plan's development. Chaired by two City of Ballarat Councillors, the Committee comprises a diverse cross-section of the local live music industry, including venue operators, tertiary and secondary education representatives, musicians, production, event managers and policy developers. Two City of Ballarat officers are ex-officio members. (See Appendix A for more detail on Committee members and objectives of the Committee).

Other consultation in the development of this Strategic Plan includes input from a range of staff from across City of Ballarat, and discussions with music representative organisations including, but not limited to, Music Victoria and the National Live Music Office.

3. Our Goals and Objectives for Live Music

3.1 Articulating a vision

A clear statement of vision articulates how to best position live music within Ballarat and the region, and determines and prioritises the achievement of that goal.

While this Strategic Plan signals the City of Ballarat's regard for live music in many forms and its important role in our community, a community-wide and community-led effort stands the best chance of sustained success-to build from a local base and encourage Ballarat to celebrate our people, culture and venues.

Locals proud of their city and region's culture are the best advocates. Ideally, the Strategic Plan can give energy to, or inspire different people in, segments of the Ballarat community to identify what live music means to them and how they can contribute to making Ballarat a better 'music city'.

The statement on the following page expresses a multi-faceted vision for live music in Ballarat and the region, consistent with broader aspirations of Council as expressed in The Ballarat Strategy. Each of the five objectives in the statement relates to different aspects of live music within our community.

3.2 Justifying the vision

Each of five objectives is discussed in more detail in the following table, articulating why these are important and the role of City of Ballarat and Ballarat City Council with respect to each objective.

Taking into account Council's role within the community, a major tenet of this plan is not to 'recreate the wheel,' but to bridge gaps – to look for opportunities to seed or grow partnerships and new ideas, or broaden awareness – in ways that benefits music in Ballarat and the region and our community.





The Vision for
**Live
music**
in Ballarat

“As the capital of Western Victoria, Ballarat is a city and a regional centre:

- *where musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable*
- *minimising regulatory burdens on musicians and music enterprises*
- *embracing a rich diversity of vibrant live music, across genres, communities, ages and contexts*
- *that is a regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism*
- *utilising live music to foster self-expression, personal development and wellbeing for people of all ages”*



Object	Summary description of actions
<p>Musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable</p>	<p>A thriving music sector requires skills and capability to grow, and networks to develop, so that successes can be expanded and good ideas can turn into reality.</p> <p>The City of Ballarat can potentially help private or collective projects with strong community benefit demonstrate they are feasible and sustainable. This may include providing useful information seeding networks, and assisting partnerships.</p>
<p>Minimising regulatory burdens on musicians and music enterprises</p>	<p>A thriving music sector requires that regulatory processes are not overly burdensome and do not place unreasonable barriers to otherwise positive musical outcomes.</p> <p>There is a legitimate role for the City of Ballarat to positively shape the local environment in which musicians and music enterprises operate in line with reasonable community expectations, but it is not the role of City of Ballarat to underwrite or subsidise ongoing activities with substantial private benefit, particularly where this creates a barrier to entry of potential competitors.</p>
<p>Embracing a rich diversity of vibrant live music, across genres, communities, ages and contexts</p>	<p>Audiences are critical and sustainable, so live music in Ballarat needs to be valued and attended over time by sufficiently large audiences.</p> <p>A vibrant mix of varied live music makes Ballarat more liveable. All types of music have a place, in contexts from intimate to large-scale in music-specific and wider contexts. Interest in music will naturally vary across the community – in general, younger people will like different music to older people, and some types of events or venues will appeal to some more than others. Diversity meets the interests of a broad cross-section of the Ballarat community.</p> <p>The City of Ballarat’s role includes bringing music to all the community including new and underserved audiences, supporting music events that may not otherwise occur, activating underused public spaces, and helping local communities meet their aspirations.</p>
<p>A regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism</p>	<p>One part of a live music mix is major musical performances with headline performers or unique festivals of wide appeal. Major music performances can entice a significant proportion of the Ballarat community. Major music events can also bring visitors to Ballarat who may contribute to the local economy (e.g. accommodation, retail).</p> <p>The City of Ballarat can help to ensure infrastructure is accessible and use its broad reach to expand the impact of major music performances and leverage regional benefit.</p>
<p>Utilising live music to foster self-expression, personal development and wellbeing for people of all ages</p>	<p>Participating in live music, or being part of a music event, can positively strengthen self-confidence, emotional sensitivity, creativity, social skills, team work, self-discipline and relaxation, and social cohesion. Music participation does not need to end at school – it can form part of lifelong learning or enjoyment.</p> <p>The City of Ballarat has a broad role to promote and utilise music participation to facilitate better social outcomes across the Ballarat community, prioritised to segments of the community of highest need.</p>

4. Detailed Measures

This section describes in more detail specific situations faced by live music in Ballarat, and proposes some clear and actionable measures to maintain or enhance positive aspects and address negative aspects of those situations.

4.1 Objective # 1:

Where musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable

	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?) ³	Expected Timing (When?)
4.1.1	Identifying opportunities, making connections or seeding partnerships to benefit music in Ballarat often needs dedicated time, expertise, networks and effort. Without this, good ideas may not come to fruition. No one in Ballarat currently has the authority or resources to undertake this sort of function.	Work with Music Victoria and/or other appropriate peak bodies to establish a Live Music Coordinator or similar, employed on a full- or part-time basis in Ballarat and possibly as a three-year pilot. The Live Music Coordinator would have a charter to work with stakeholders to plan and implement activities of benefit to the local and regional music sector or parts of it. This role would not be a City of Ballarat employee, but could be co-located with City of Ballarat officers to facilitate productive working relationships. The role could, over time, have a broader focus across regional Victoria. (See Appendix B for possible activities for a Live Music Coordinator). This role could be complemented by a formal or informal working group/committee of local stakeholders that can periodically meet to offer ideas and advice, or ad hoc working groups on specific matters.	City of Ballarat Arts & Culture team to develop proposed approach in consultation with stakeholders	Proposed approach by July 2016
4.1.2	City of Ballarat has diverse existing functions, services and information related to live music. However, it can be hard for musicians and music enterprises to know what is relevant to them, particularly when not experienced with local government processes.	City of Ballarat to establish a basic resource page on its website intended for a primary audience of musicians and music enterprises. This would function as a 'front door' and link to distributed content including event and venue permissions, busking, youth activities; and, if appropriate, external resources. ⁴	City of Ballarat Arts & Culture	2016-17
4.1.3	Ballarat musicians and music enterprises may not feel connected to state-wide music context or be aware of resources available, for example travel and insurance discounts. They also have limited influence on local or state government or cannot advocate clearly because their individual voices are too disparate.	Encourage Ballarat-based musicians to take advantage of existing state and national resources and services, including through membership of Music Victoria, APRA AMCOS, Regional Arts Victoria and other credible industry associations, initiatives like The Push or competitions, and government arts agencies Creative Victoria and the Australia Council. Greater Ballarat-based membership of relevant organisations will also help these organisations to understand and pursue the interests of regional musicians and music enterprises within the industry and with government decision-makers. City of Ballarat to continue working with Music Victoria to host or promote professional development activities that build the knowledge, understanding and networks of local musicians and music enterprises (e.g. an advice session with representatives of Music Victoria, APRA AMCOS, artists, venues and other local music professionals)	City of Ballarat Arts & Culture	Ongoing

³ To assist implementation planning, this column allocates an indicative lead for each action, mostly within City of Ballarat (CoB) organisational structure. It does not comprehensively list all parties that could or should be involved in effective implementation of an action.

⁴ The City of Sydney provides one example: <http://www.cityofsydney.nsw.gov.au/explore/arts-and-culture/live-music-and-performance>

	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.1.4	Diverse local musicians, including new groups and artists, are not always identified or considered in the development of City of Ballarat events, including those with outsourced delivery/implementation.	<p>City of Ballarat to establish and regularly refresh registration of interest and panel/database where local artists can provide demos/video for programming consideration. Possibility of curation to ensure artists of sufficient quality are included on the panel.</p> <p>City of Ballarat to establish a protocol that requires music planning for its events, including those with outsourced delivery, considers local musicians and, where appropriate, for City of Ballarat to require a certain level of local musicians.</p>	<p>City of Ballarat Community Events</p> <p>City of Ballarat Arts & Culture and CoB Community Events</p>	<p>Panel established in 2016-17</p> <p>Protocol established in 2016-17</p>
4.1.5	Ballarat music enterprises face naturally challenging economic environment due to underlying cost structures and a limited market.	Encourage operators of music enterprises and musicians to undertake professional development to strengthen business skills to better manage their environment, for example formal training or utilising existing free or low-cost resources through Business Victoria such as online resources and the Small Business Mentoring Service.	City of Ballarat Economic Development	Ongoing

4.2 Objective #2:

Minimises regulatory burdens on musicians and music enterprises

	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.2.1	Recent introduction of 'agent of change' to the Ballarat Planning Scheme is a substantial change with potential for uncertain implementation. The principle is that developments near an existing live music venue are responsible for noise mitigation as part of the planning process, and new or changed music venues are responsible for mitigating the impact of their noise on neighbours.	City of Ballarat to ensure its planning officers have appropriate training, tools and operational culture to effectively apply clause 52.43 of the Ballarat Planning Scheme (Live Music and Entertainment Noise), so that matters are clearly identified and smoothly implemented in a timely and consistent manner that achieves the policy intent.	City of Ballarat Planning	Ongoing
4.2.2	'Agent of change' (see above) is an appropriate way to manage new developments but does not apply to extension of existing dwellings or where planning permission is not required. There is an expectation of future growth in residential 'shop top housing,' particularly in existing CBD buildings that may not require planning permission. Potential conflict with live music venues over noise could result.	City of Ballarat to assess the potential for conflict between residential growth in the CBD, particularly in 'shop top housing,' and live music venues over noise, where the 'agent of change' principle does not apply, and determine appropriate responses. One resultant action could involve explicit identification of an entertainment precinct or similar in master planning, to be transparent about expected land use in key areas for live music and pre-empt residential amenity concerns. (Note: this is not intended to limit live music in Ballarat to a single precinct.)	City of Ballarat Planning and Arts & Culture	Assessment complete in 2016-17

Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.2.3	Musicians face practical difficulties in safe and convenient moving of equipment from transport to music venues and vice versa in areas of restricted parking.	City of Ballarat to pilot a flexible scheme of temporary parking close to music venues that takes a pragmatic approach to the need for loading and unloading of equipment, in currently earmarked parking spaces or in loading zones. This could be venues applying to receive and use a finite number of authorised passes for this purpose, and City of Ballarat monitoring effectiveness and impacts including through engaging with music venues and adjacent properties.	City of Ballarat Local Laws and Arts & Culture Scheme to be established in 2015-16
4.2.4	<p>There can be a case-by-case approach to City of Ballarat permitting proposed music events, even in those open-air spaces commonly used for these purposes such as Alfred Deakin Place. This can reduce certainty and increase costs for both music promoters and City of Ballarat.</p> <p>Also, given the number of different permits that can be required for a music event (particularly on public land), it can be difficult and time-consuming to determine what permits are required and how to apply from them without a consolidated process and easily accessible information from City of Ballarat. Currently, there are various means to consolidate information and make it accessible, including online Guide To Event Permits that summarises relevant regulatory permissions and how to seek these; a Ballarat Event Application Guide; and information on Place of Public Entertainment (POPE) Occupancy Permits and Temporary Structure requirements.</p>	<p>City of Ballarat to streamline event planning and permissions for low-risk events in key spaces for open-air performance through criteria-based pre-approval. This would involve proactively identifying key spaces and pre-determining criteria (e.g. size parameters, risk management conditions) that, if applicable to the event, would result in approved permits. More intensive, discretionary assessment would only relate to events that do not meet these criteria, for example a non-standard scope or other high risk characteristics.</p> <p>City of Ballarat to continue to provide event assistance and supportive advice on event planning, including for non-traditional performance spaces, through its Community Events team and related online information. It will seek to continuously improve service effectiveness and reduce compliance costs for music presenters including through encouraging feedback from music presenters/event proponents.</p>	City of Ballarat Community Events Pilot at least one space in 2016-17
4.2.5	Until recently, some City of Ballarat requirements for buskers have been restrictive and potentially constrained quality busking that activates the CBD. In September 2015, City of Ballarat's Footpath Trading Policy and Busking Guidelines were updated to reduce fees and limits on daily performance and increase flexibility in busking locations.	City of Ballarat to monitor and review over time the effects of the updated Footpath Trading Policy and Busking Guidelines to assess whether 'a lively street culture' and 'diversity of entertainment in public areas' are being sufficiently achieved. If not, propose changes to current policy and guidelines or other measures to better achieve the activation intent, for example increase designated areas through Ballarat.	City of Ballarat Local Laws 2016-17

Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.2.6	<p>Costs of compliance with liquor licensing requirements (a State Government responsibility) for live music venues are an important influence on viability of specific events and music enterprises in general.</p>	<p>Encourage local music enterprises to input to ongoing music industry dialogue with the Victorian Government and the Victorian Commission for Gambling and Liquor Regulation, including through groups such as Music Victoria.</p> <p>City of Ballarat to communicate to the State Government that the city is open to piloting alternative measures intended to achieve liquor licensing regulatory objectives while minimising unnecessary compliance costs, if proposed by the State Government and local stakeholders.</p>	<p>City of Ballarat Local Laws</p> <p>City of Ballarat Local Laws</p> <p>Ongoing</p> <p>By 2016-17</p>

4.3 Objective #3:

Embraces a rich diversity of vibrant live music, across genres, communities, ages and contexts

Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.3.1	<p>General lack of interest in live music in broader Ballarat public given limited interaction with it. Live professional music in Ballarat would be less diverse and in fewer contexts if limited only to ticketed events of commercial music enterprises and community organisations.</p>	<p>City of Ballarat to build upon the success of its Local & Live Music Program that promotes a rich diversity of vibrant live music, across genres, communities, ages and contexts. Future additional elements may include piloting a small funding scheme and in-kind support as a springboard to incentivise emerging and established musicians and music presenters to create or expand innovative niche music events year-round including, but not limited to, City of Ballarat spaces.</p>	<p>City of Ballarat Arts & Culture</p> <p>Ongoing</p>
4.2.2	<p>Music fans follow individual artists, genres or venues. Information is not difficult to search out or stumble upon on the internet, but perhaps people don't know what to search for and would like a wider sense of the whole scene. The whole scene misses out when audiences of one event/venue don't know about similar events they would enjoy elsewhere.</p>	<p>Raise pride in and profile of live music in Ballarat and branding of Ballarat as a 'music city' through a number of complementary activities:</p> <ul style="list-style-type: none"> Establishing a Ballarat Music Festival and associated campaign that raises awareness and cross-promotes, incorporating <ul style="list-style-type: none"> existing venues with regular or special gigs City of Ballarat-supported free events that bring music out into the open to engage with the community (e.g. CBD shopfronts, suburban locations, schools) possibly, well-known musicians with a connection to Ballarat as Council-appointed 'music ambassadors' basic but useful year-round collaborative marketing through a 'ballaratmusic' or 'madeinballarat' campaign devised to consolidate the positioning of Ballarat as a 'music city' aligned 'ballaratmusic' or 'madeinballarat' social media (see below) 	<p>City of Ballarat Arts & Culture, Live Music Coordinator, Visit Ballarat</p> <p>Establish implementation plan in 2016-17, contingent on resources</p>

Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)	
4.3.3	<p>Potential audiences do not have easy access to information on upcoming music and related events in Ballarat across venues, particularly locally-focused music events, in part because existing mechanisms are not being fully utilised by venues and presenters. More people will be reached by utilising diverse existing channels rather than expecting people to search out a single specific channel.</p>	<p>Live Music Coordinator to develop, keep up-to-date and promote the use of a basic 'marketing starter kit' for music presenters in Ballarat. This may include details about promotion opportunities targeted to Ballarat audiences (e.g. <i>The Courier</i> gig guide or its Entertainment & Arts Facebook, <i>Forte</i> fortnightly calendar, VOICE FM, bill poster areas) or a general audience which can be filtered to Ballarat (e.g. Songkick, themusic, eventfinda) and processes for content inclusion, and similarly for editorial content. A module directed to musicians and music presenters on a 'ballaratmusic' or 'madeinballarat' website (see 4.3.2) may be incorporated.</p> <p>Live Music Coordinator to pilot curated 'ballaratmusic' or 'madeinballarat' social media that can aggregate, distribute or create information to the Ballarat community and beyond.</p>	<p>Live Music Coordinator and City of Ballarat</p> <p>City of Ballarat Arts & Culture</p>	Establish implementation plan in 2016-17, contingent on resources
4.3.4	<p>Young people in Ballarat are an important target for market growth yet have limited access to all-ages gigs (including in 'adult' spaces) where they can enjoy music in a safe environment and build experience in attending live music.</p>	<p>City of Ballarat to continue delivery of FReeZA all-ages gigs presented in local music venues or open air environments.</p> <p>City of Ballarat to pilot a small funding scheme as part of the Local & Live Program to encourage local music venues to hold all-ages and/or under-18 gigs to test or demonstrate a 'proof of concept' to local music venues that such activities can be popular and profitable.</p>	<p>City of Ballarat Youth</p> <p>City of Ballarat Arts & Culture</p>	<p>Ongoing</p> <p>Pilot in 2016-17</p>
4.3.5	<p>Lack of understanding of local audiences limits our ability to design effective strategies and activities to maintain and grow diverse audiences.</p>	<p>Live Music Coordinator to conduct a targeted local market research project of current and potential audiences, for insight into preferences, modes of engagement, information sources, cost considerations, perceptual barriers, etc. with respect to live music in Ballarat. For example: What do people in different market segments want to see and experience? What leads them to attend and not attend? Potential to include modules on specific venues/festivals for highly targeted insight.</p>	<p>Live Music Coordinator, City of Ballarat Arts & Culture</p>	Commence in 2016-17

4.4 Objective #4:

A regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism

	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.4.1	<p>Ballarat contains a number of key venues - public and private, indoor and outdoor – that are accessible to live music presenters for festivals and one-off events. Additional venues with potential music use are in development, such as Ballarat Major Events Precinct and Victoria Park.</p> <p>Current and future infrastructure needs to be available and maintained, and acoustically appropriate for live music. Multi-use spaces in particular may need special treatment to ensure suitability. Otherwise, there is risk that facilities will be inflexible and limited or make more difficult their future music use.</p>	<p>City of Ballarat to ensure acoustic considerations for potential music uses of major new or redeveloped public infrastructure are incorporated into planning, for example engaging with music stakeholders, ensuring potential music uses are identified, and where relevant incorporating acoustic engineers as part of projects.</p> <p>City of Ballarat to continue to maintain and develop its existing live music infrastructure including Her Majesty's Theatre (970 seats), alongside new developments or redevelopments.</p> <p>City of Ballarat to work with owners and operators of multi-use buildings, including heritage buildings, to assist them to develop a plan for making these building more appropriate for live music (where desired by owners and operators).</p>	<p>City of Ballarat Planning and Major Projects</p> <p>Her Majesty and City of Ballarat Arts & Culture</p> <p>City of Ballarat Planning and Arts & Culture</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Commence in 2016-17</p>
4.4.2	<p>Music events/festivals are not currently a significant focus for Ballarat tourism promotion, even though regional cultural tourism is a growth area and a strategic priority of the Ballarat Regional Tourism Strategic Plan is to 'increase activation of key sporting and cultural infrastructure'.</p>	<p>City of Ballarat and Visit Ballarat (formerly Ballarat Regional Tourism) to work with individual festival/event operators to identify existing events/festivals that could receive a greater promotional focus and overcome barriers to this, including but not limited to:</p> <ul style="list-style-type: none"> • Ballarat Music Festival (see 4.3.2) • a major Winter festival aligned to the City of Ballarat-curated Local & Live Music Program 	<p>City of Ballarat Arts & Culture, Visit Ballarat</p>	<p>Ongoing</p>
4.4.3	<p>City of Ballarat presents a number of major music performances, principally through Her Majesty's Theatre's incorporating professional music theatre, opera, cabaret and contemporary and classical music within its programmed season, as well as the City of Ballarat's Local & Live Music Program.</p>	<p>City of Ballarat to continue to promote or present genres or types of music performance that are underserved in Ballarat and to build diverse audiences from across the region for these performances. For example, City of Ballarat to build relationships with major and other music organisations that undertake regional tours, such as Melbourne Chamber Orchestra, Melbourne Symphony, Victorian Opera, Musica Viva, chamber ensembles. Gain understanding of how regional tour locations are selected and reduce barriers to consistent presentations in Ballarat.</p>	<p>City of Ballarat Arts & Culture, Her Majesty's Theatre</p>	<p>Ongoing</p>
4.4.4	<p>Heritage is an important part of cultural tourism in Ballarat, but music heritage is not a prominent feature.</p>	<p>City of Ballarat to enhance cultural tourism by seeking opportunities to celebrate and promote social history and legacy of live music in Ballarat. Possible areas of music heritage include but are not limited to European and Chinese music in colonial Ballarat, Royal South Street Society, music at BTV6, brass bands, and 1980s pub rock.</p>	<p>City of Ballarat Arts & Culture and Heritage</p>	<p>Ongoing</p>

4.5 Objective #5:

Utilises live music to foster self-expression, personal development and wellbeing for people of all ages

	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.5.1	Young musicians and emerging music presenters have limited access to genuine opportunities to develop performance skills and experience.	City of Ballarat to continue to support FReeZA and other youth music programs. Live Music Coordinator to review existing avenues for Ballarat young people to develop performance experience in a context appropriate to their genre, for example Suttons House of Music AMPED, FReeZA Battle of the Bands, Royal South Street Eisteddfod, Triple J Unearthed. Also, identify gaps and opportunities for enhancement, including through external funding.	City of Ballarat Youth Live Music Coordinator	Ongoing 2016-17
4.5.2	The Ballarat Learning Exchange (BLX) in its current configuration includes a music production studio and other music facilities. However, its potential as a music-based training resource for young people in Ballarat is not being realised.	City of Ballarat to explore alternative management arrangements for BLX (including ownership by City of Ballarat) to achieve a greater impact for the Ballarat community, including its possible focus on music mentoring for young people and other communities in Ballarat.	City of Ballarat Chief Executive Officer	Establish dialogue in 2015-16 or 2016-17
4.5.3	People in towns across the Central Highlands have limited direct access to live music in their town, and limited experience staging music performance in their local halls.	City of Ballarat collaborative with Regional Arts Victoria and local musicians to pilot a live music touring project in towns across the Central Highlands utilising the small halls network, with an education component in performance and production for local students and volunteers.	City of Ballarat Arts and Culture	2016-17, contingent on resources
4.5.4	Many community groups within Ballarat have the potential to expand availability of diverse live music but are constrained by limited resources.	City of Ballarat continues to support community-based music activities including through its Community Impact Grant Program for community groups.	City of Ballarat Community Development	Ongoing



5. Monitoring and reporting progress and outcomes

5.1 Understanding baseline and progress in outcomes

From local knowledge and anecdotal feedback, there is a good qualitative picture of the baseline 'current state' of live music in Ballarat. Some quantitative measures would be a useful complement, particularly measures that can be used to track change over time.

To achieve this, City of Ballarat will develop and undertake simple survey-based research of live music enterprises, musicians and other stakeholders, drawing out quantitative information on tangible matters such as event frequency and subjective matters such as overall adequacy against the objectives in this Strategic Plan. This research can be repeated over time to better understand change, including the mid and end points of the Plan. It may also be a mechanism for diverse stakeholders to raise ongoing issues of concern.

5.2 Implementation

With live music a priority of the Ballarat City Council, annual business planning and resourcing of the City of Ballarat, and any other relevant entities, would provide for the implementation of Council-endorsed measures over the period 2016 to 2021. To be successfully implemented, the Strategic Plan will require action from various portfolios in the City of Ballarat, not just Destination & Economy, working to deliver the intended outcomes.

Some of the measures can be directly implemented. Others will require further planning and assessment of options and viability before settling on a specific approach, particularly where the measure is complex or involves wide range of parties.

As a process for publicly monitoring and reporting on progress and outcomes:

- City of Ballarat will produce an annual, publicly-available 'report card' on progress with implementing accepted actions, and outcomes achieved, over the life of the Strategic Plan, 2016 to 2021
- City of Ballarat reserves the right to make further amendments or adjust priorities, as circumstances change or as new priorities emerge, to best meet the needs of the Ballarat community.



Appendix A:

Ballarat Live Music Strategy Advisory Committee

Membership

Cr Belinda Coates (Chair)
Cr Glen Crompton (Vice-Chair)
Shaun Adams
Lachie Anderson
Dani Fry
Rex Hardware
Bryn Hills
Allan Kealy
Adam Simmons
Mick Trembath
Damien Wieland

Ex-officio: City of Ballarat officers
Daniel Henderson and Deborah Klein.

Background and Objectives

The Ballarat Live Music Strategy Advisory Committee was established for the purpose of ensuring that Council and the City of Ballarat is well informed of the current and potential barriers to growing our local live music scene by diverse cross-section of the Live Music industry who contributed to the development of a draft Live Music Strategy for Council consideration.

As per the Terms of Reference for the Ballarat Live Music Strategy Advisory Committee, the objective of the Committee is to assist Council in the development of a draft live music strategy through the provision of a broad range of industry based expert advice. Such as advice is considered to be:

- identifying current and potential issues affecting the viability of live music performance across the Ballarat LGA;
- highlighting current policies within the remit of City of Ballarat that, in the opinion of the Committee, require review or amendment;
- identifying and advising on how existing initiatives across City of Ballarat can more effectively strengthen capability building within the local live music scene;
- advising on existing government initiatives (both domestic and overseas) that have successfully supported the viability of local live music activities;
- identifying legislative changes that could better support live music across the region, and ways that Council might collaborate with neighbouring LGAs to secure those changes.

The role of the Committee is to have an active role in communicating community views to Council and City of Ballarat, and to participate in discussions at bi-monthly meetings.

Members were appointed by the City of Ballarat following a public call for expressions of interest in late 2014.

The Committee first met in March 2015.



Appendix B:

Ballarat Live Music Strategy Advisory Committee

Action 4.1.1 refers to working with Music Victoria and/or other appropriate peak bodies to establish a Live Music Coordinator or similar, located on a full- or part-time basis in Ballarat, to work with stakeholders to plan and implement activities of benefit to the local and regional music sector or parts of it.

A number of key initiatives for the Live Music Coordinator to progress are identified in this Strategic Plan.

In addition, without being exhaustive or prescriptive, other areas of focus a Live Music Coordinator may consider and where relevant, seek external funding for, include:

- A University O-Week event – working with the Federation University Student Experience Office to develop a ‘tour’ of existing live music venues, targeting the core market of young people aged 18 to 24 years.
- Linking touring bands or ensembles with local schools or groups of schools for masterclasses or other events on the afternoon of an evening performance; and, more generally, establishing contacts in local schools to best promulgate information on external opportunities to complement in-school music education.
- Working with FedUni-Live (Federation University Australia) to connect emerging Ballarat artists and bands with live recording events, webcasting and YouTube archiving.
- A wide-ranging mentoring program for young musicians and music presenters, particularly as young people move on from school or formal study and aspire to professional careers.
- A Ballarat Music Awards initiative to raise profile, recognise good work and provide encouragement to emerging artists.









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