

Ballarat Live Music Strategy 2016 -2021



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Live Music Strategic Plan – overview

Background

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 City of Ballarat's 2040 strategy to develop a live music strategy.

A Ballarat Live Music Advisory Committee, appointed in early 2015, has been a key source of input.

Content

The Live Music Strategic Plan has a scope of 5 years (i.e. 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 4-6 actions for each of 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 wellbeing 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.

Objective	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 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 Council-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 to 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 Council-run FReeZA and other youth music programs, 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 Council directly

BALLARAT LIVE MUSIC – Strategic Plan

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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 artform 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-nineteenth 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 makes Ballarat an enjoyable place to learn, live and play.

As a major regional city and the centre for the Central Highlands and Western Victoria, there is frequently 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 like Karova Lounge, Babushka Lounge, The Eastern and Sutton’s House of Music and larger venues like the Regent Cinema, Her Majesty’s Theatre and the Wendouree Centre for Performing Arts – many clustered in the CBD – 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 like 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!

Further Council initiatives like 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, and 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 over 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 regional Victoria in general (1.9 artists/bands per 1,000 residents).¹ Many prominent musicians have close links to Ballarat, like 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 we want our 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, like some multi-use venues with difficult acoustics, logistical difficulties with pop-up events, and the lack

¹ January 2016 data from Triple J, provided to Music Victoria, indicates 558 artists/groups from the Ballarat region are listed (see <https://www.triplejuneearthed.com/search/site/ballarat?type=artists>). Region comparison utilises population data from the Australian Bureau of Statistics (cat. no. 3235.0).

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 in 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 – can sometimes be 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 needs 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 including 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 this Strategic Plan

2.1 Scope and purpose

The Live Music Strategic Plan has a scope of 3-5 years (i.e. 2016 to 2019-2021). 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 Council'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 City of Ballarat's 2040 strategy, 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"².

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

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 Council 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 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 Arts & Culture staff 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 Council, and discussions with music representative organisations including but not limited to Music Victoria and the National Live Music Office.

² City of Ballarat 2015, *The Ballarat Strategy – Today Tomorrow Together – Our Vision for 2040*, p.82

3. Our Goals and Objectives for Live Music

3.1 Articulating a vision

A clear statement of vision helps us to understand how we want to position live music within Ballarat and the region. It articulates what we are striving for, so we can start to determine and prioritise how to get there.

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. We can build from a local base – helping encourage Ballarat to celebrate our people, culture and venues. If locals are proud of their city and region's culture they will be the best advocates, and word will spread. Ideally, the Strategic Plan can give energy to or inspire different people in and 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 in the box below 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.

The Vision for Live Music in Ballarat – What We Aspire To

"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"*

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 Council with respect to each.

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.

Objective	Why is this important? What is the Council role?
Musicians and music enterprises are empowered to develop, innovate and collaborate to be sustainable	<p>A thriving music sector requires skills and capability to grow, and networks to develop, so that successes can be built on and good ideas can turn into reality.</p> <p>Council can potentially help private or collective projects with strong community benefit demonstrate they are feasible and sustainable. This might span from providing useful information, seeding networks, and assisting partnerships.</p>
Minimising regulatory burdens on musicians and music enterprises	<p>A thriving music sector requires regulatory processes to not be overly burdensome and to not place unreasonable barriers to otherwise positive musical outcomes.</p> <p>There is a legitimate role for Council 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 Council to underwrite or subsidise ongoing activities with substantial private benefit, particularly where this creates a barrier to entry of potential competitors.</p>
Embracing a rich diversity of vibrant live music, across genres, communities, ages and contexts	<p>Audiences are critical – to be sustainable, 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 means the interests of a broad cross-section of the Ballarat community can be met.</p> <p>Council's role includes bringing music to all the community including new and under-served audiences, supporting music events that might not otherwise occur, activating underused public spaces, and helping local communities meet their aspirations.</p>
A regional destination for major music performances of high quality and related events which generate local excitement and cultural tourism	<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 Ballarat economy (e.g. accommodation, retail).</p> <p>Council 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>
Utilising live music to foster self-expression, personal development and wellbeing for people of all ages	<p>Participating in live music, or being part of a music event, can positively benefit 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>Council 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 might 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, located on a full- or part-time basis in Ballarat – 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 officer, but could be co-located with Council 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.	CoB Arts & Culture to develop proposed approach in consultation with stakeholders	Proposed approach by July 2016
4.1.2	Council 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 Council processes.	Council to establish a basic resource page on the City of Ballarat website intended for a primary audience of musicians and music enterprises. This would function as a 'front door' and link to distributed content across Council (e.g. event and venue permissions, busking, youth activities) and, if appropriate, external resources. ⁴	CoB Arts & Culture	2016-17

³ Note: 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>

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	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?) ³	Expected Timing (When?)
4.1.3	Ballarat musicians and music enterprises may not feel connected to state-wide music context or be aware of resources available (e.g. information, 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.	<p>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.</p> <p>Council to continue to work 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)</p>	CoB Arts & Culture	Ongoing
4.1.4	Diverse local musicians – including new groups or artists – are not always identified or considered when Council-run events that hire musicians are being developed (including Council-run events with outsourced delivery/implementation).	<p>Council to establish and regularly refresh Council-wide registration of interest and panel/database where local artists can provide demos/video for programming consideration. (There could be curation so only artists determined to be of sufficient quality are included on the panel).</p> <p>Council to establish a protocol that requires music planning for Council's events (including those with outsourced delivery) to consider local musicians (and, where appropriate, for Council to require a certain level of local musicians) and justify to Council reasoning if any events do not use any local musicians.</p>	<p>CoB Community Events</p> <p>CoB 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 where relevant, musicians) to undertake professional development to strengthen business skills (e.g. management, marketing) to better manage their environment, for example through accessing formal training or utilising existing free or low-cost resources such as through Business Victoria (e.g. online resources, Small Business Mentoring Service)	CoB Economic Development	Ongoing

4.2 Objective #2: minimises regulatory burdens on musicians and music enterprises

No.	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 but 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)	Council to ensure Council 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.	CoB 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.	Council 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 through 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.)	CoB Planning COB Arts & Culture	Assessment complete in 2016-17
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.	Council 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 use only for this purpose, and Council monitoring effectiveness and impacts including through engaging with music venues and adjacent properties.	CoB Local Laws and CoB Arts & Culture	Scheme to be established in 2015-16

No.	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.2.4	<p>There can be a case-by-case approach to Council permitting proposed music events, even in those open-air spaces commonly used for these purposes (e.g. Alfred Deakin Place). This can reduce certainty and increase costs for both music promoters and Council.</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 Council. Currently, Council does provide various means to consolidate information and make it accessible (e.g. 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>Council 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, 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 (e.g. a non-standard scope or other high risk characteristics).</p> <p>Council to continue to provide event assistance and supportive advice on event planning, including for non-traditional performance spaces, through its Events Support Team and related online information, and seek to continuously improve service effectiveness and reduce compliance costs for music presenters including through encouraging feedback from music presenters/event proponents.</p>	CoB Community Events	Pilot at least one space in 2016-17
4.2.5	<p>Until recently, some Council requirements for buskers have been restrictive and potentially constrained quality busking that activates the CBD. In September 2015, Council's Footpath Trading Policy and Busking Guidelines were updated to reduce fees and limits on daily performance and increase flexibility in busking locations.</p>	<p>Council 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 (e.g. increase designated areas through Ballarat).</p>	CoB Local Laws	2016-17

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No.	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.2.6	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>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>Council to communicate to the Victorian Government that it would be open to the piloting in Ballarat of alternative measures intended to achieve liquor licencing regulatory objectives while minimising unnecessary compliance costs, if proposed by the state government and local stakeholders.</p>	<p>CoB Local Laws</p> <p>CoB 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	General lack of interest in live music in broader Ballarat public given limited interaction with it – people feel that live music (or the context in which live music is presented) is ‘not for me’. 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.	Council 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 could 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 within Council spaces.	CoB Arts & Culture	Ongoing
4.3.2	<p>Music fans follow individual artists, genres or venues they like, and information is not difficult to search out or stumble upon on the internet.</p> <p>But, perhaps they do not know what to search for and would like a wider sense of the whole scene. And the whole scene misses out when audiences of one event/venue do know who about similar events they would enjoy elsewhere. (i.e. lack of cross-promotion to increase the frequency of music attendance)</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"> • 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 - Council-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) 	CoB Arts & Culture, Live Music Coordinator, Ballarat Regional Tourism	Establish implementation plan in 2016-17, contingent on resources

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	Current situation/issue (Why?)	Action (What?)	Responsibility / Resources (Who? How?)	Expected Timing (When?)
4.3.3	Potential audiences do not have easy access to information on upcoming music and related events in Ballarat across venues, particularly for 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>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 could include details about promotion opportunities targeted to Ballarat audiences (e.g. Ballarat Courier gig guide or its Entertainment & Arts Facebook, Forte 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 (i.e. articles). A module directed to musicians and music presenters on a 'ballaratmusic' or 'madeinballarat' website (see 4.3.2) could incorporate this.</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>	Live Music Coordinator and CoB Arts & Culture	Establish implementation plan in 2016-17, contingent on resources
4.3.4	Young people in Ballarat –an important target for market growth – 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>Council to continue delivery of FReeZA all-ages gigs presented in local music venues or open air environments.</p> <p>Council to pilot a small funding scheme as part of the Local & Live Program to encourage local music venues to hold all-ages / 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>CoB Youth</p> <p>CoB Arts & Culture</p>	<p>Ongoing</p> <p>Pilot in 2016-17</p>
4.3.5	Lack of understanding of local audiences limits our ability to design effective strategies and activities to maintain and grow diverse audiences	<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 (e.g. what do people in different market segments want to see and experience? what leads them to attend and not attend?)</p> <p>Potential to include modules on specific venues/festivals for highly targeted insight.</p>	Live Music Coordinator, CoB Arts & Culture	Commence from 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 / Resource Implications (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 they are suitable. If this does not occur, there is risk that facilities will be inflexible and limit or make more difficult their future music use.</p>	<p>Council to ensure acoustic considerations for potential music uses of major new or redeveloped public infrastructure are incorporated into planning (e.g. engaging with music stakeholders, ensuring potential music uses are identified, where relevant incorporating acoustic engineers as part of projects).</p> <p>Council to continue to maintain and develop its existing live music infrastructure such as Her Majesty's Theatre (~970 seats), alongside new developments or redevelopments.</p> <p>Council work with owners and operators of multi-use buildings, including heritage buildings and those of Council, to assist them to develop a plan for making these building more appropriate for live music (where desired by owners and operators)</p>	<p>CoB Planning, CoB Major Projects,</p> <p>Her Majesty's Theatre, CoB Arts & Culture</p> <p>CoB Planning, CoB Arts & Culture</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Commence in 2016-17</p>
4.4.2	<p>Music events/festivals in Ballarat 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>Council and Ballarat Regional Tourism (Visit Ballarat) 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 CoB-curated Local & Live Music Program 	<p>CoB Arts & Culture, Ballarat Regional Tourism</p>	<p>Ongoing</p>

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	Current situation/issue (Why?)	Action (What?)	Responsibility / Resource Implications (Who? How?)	Expected Timing (When?)
4.4.3	Council 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 Arts & Culture's Local & Live Music Program	Council to continue to promote or present genres or types of music performance that are under-served in Ballarat and to build diverse audiences from across the region for these performances. For example, Council to build relationships with major and other music organisations that undertake regional tours (e.g. for classical – Melbourne Chamber Orchestra, Melbourne Symphony, Victorian Opera, Musica Viva, chamber ensembles) to understand how they select their regional tour locations and to reduce barriers to consistent presentations in Ballarat.	CoB Arts & Culture, Her Majesty's Theatre	Ongoing
4.4.4	Heritage is an important part of cultural tourism in Ballarat, but music heritage is not a prominent feature.	Council 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.	CoB Arts & Culture, CoB Heritage	Ongoing

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 where they can develop performance skills and experience.	<p>Council to continue to support Council-run FReeZA and other youth music programs.</p> <p>Live Music Coordinator to review existing avenues for Ballarat young people to develop performance experience in a context appropriate to their genre (e.g. Suttons House of Music AMPED, FReeZA Battle of the Bands, Royal South Street Eisteddfod, Triple J Unearthed) to identify gaps and opportunities for enhancement, including through external funding.</p>	<p>CoB Youth</p> <p>Live Music Coordinator</p>	<p>Ongoing</p> <p>2016-17</p>
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.	Council to explore alternative management arrangements for BLX (including Council ownership) to achieve a greater impact for the Ballarat community, including its possible focus on music mentoring for young people and other communities in Ballarat.	CoB Chief Executive	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.	Council 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	CoB 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	Continue to support community-based music activities including through its Community Impact Grant Program for community groups.	CoB Community Development	Ongoing

5. Monitoring and reporting progress and outcomes

5.1 Understanding baseline and progress in outcomes

From local knowledge and anecdotal feedback, we have 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 in that state over time.

To achieve this, Council 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 (say, at a mid-point in the period 2016-2021 and near the end of the period). It can also be a mechanism for diverse stakeholders to raise ongoing issues of concern.

5.2 Implementation

With live music a Council priority, annual business planning and resourcing of Council, 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 within Council, 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:

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

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: Council officers Daniel Henderson, Deborah Klein)

Background and Objectives

The Ballarat Live Music Strategy Advisory Committee was established for the purpose of ensuring that Council 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 will contribute 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 Ballarat Council that, in the opinion of the Committee, require review or amendment;
- identifying and advising on how existing initiatives across Council 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 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: Possible activities for a Ballarat Live Music Coordinator

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 could consider (and where relevant, seek external funding for) as part of a program of activities could include:

- an O-Week event – working with the Federation University Student Experience Office to develop a ‘tour’ of existing live music venues, to target the core market of 18-24 year olds
- 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.