

# MELBOURNE MUSIC PLAN 2018-21

SUPPORTING, GROWING  
AND PROMOTING THE CITY'S  
DIVERSE MUSIC INDUSTRY



CITY OF MELBOURNE

# CONTENTS

|   |    |
|---|----|
| Message from Councillor Leppert                               | 3  |
| Introduction  | 4  |
| Background  | 4  |
| City of Melbourne's role                                      | 6  |
| Strategic context   | 6  |
| Relationship with other levels of government and industry     | 7  |
| Our new Music Plan  | 8  |
| Detailed consultation   | 8  |
| Key focus areas   | 8  |
| Vision  | 9  |
| Definition of 'music'   | 9  |
| Key Focus Area 1: Industry development and diversity          | 10 |
| Key Focus Area 2: Innovation and technology                   | 14 |
| Key Focus Area 3: Visitor economy and international profile   | 16 |
| Key Focus Area 4: Regulation, urban growth and infrastructure | 20 |
| Implementation  | 24 |
| Evaluation and reporting                                      | 24 |
| Acknowledgments   | 24 |

## Womin-je-ka (Welcome)

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Kulin Nation. For the Woiwurrung (Wurundjeri), Boonwurrung, Taungurong, Dja Dja Wurrung and the Wathaurong groups who form the Kulin Nation, Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance. Today we are proud to say that Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander peoples.

April 2018

Cover Image: Melbourne Music Week 2017. Photo Credit: Jayden Ostwald

### Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

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Yirramboi First Nations Arts Festival 2017. Artist: Uncle Larry Walsh and Tongbernag'i Ngarga. Photo Credit: Bryony Jackson

## MESSAGE FROM COUNCILLOR LEPPERT



With a vibrant music scene and rich cultural history, Melbourne has long been recognised as a leading global music city. In fact, music has been part of Melbourne's story long before Europeans first arrived on the banks of the Yarra River.

From intimate bars tucked down laneways, to century-old pubs and super-sized stadiums, Melbourne is home to more than 500 live music venues – that's more per capita than any other major global city. Our local live music scene is the perfect incubator for emerging artists, while our major entertainment venues play host to some of the world's biggest music names.

Music is an industry that brings enormous social and cultural enrichment, along with significant economic benefit. The City of Melbourne plays a vital role in supporting our music industry – and that's why we've developed the Melbourne Music Plan 2018-2021. This plan will continue to build on the solid foundations of the last eight years, strengthen support for local artists and help empower the next generation of Melbourne musicians.

From artists, collaborators and producers, to educators, innovators, buskers and audiences, we'll continue to work closely with the music industry and community to help grow our reputation. We want to see our music scene continue to thrive and make sure our music culture remains diverse and resilient.

We encourage you all to support our music industry and get involved in our legendary local music scene.

**Councillor Rohan Leppert**  
Chair, Arts, Culture and Heritage Portfolio

# INTRODUCTION

## Background

The City of Melbourne released its first music strategy in 2010, in the midst of a vibrant public discussion about live music in Melbourne that opened up a conversation with musicians, venue operators, government, educators and industry about how we could work together to build on Melbourne's reputation of being a great music city.

Launched in 2014, our second strategy built on this platform and gained international acclaim by promoting Melbourne's strengths as a music city and destination, and facilitating new collaborations, projects and partnerships with local, national and international stakeholders and industry representatives.

Our new *Melbourne Music Plan 2018-21* consolidates the city's reputation as a global music capital by focusing on Melbourne's wider music ecosystem, providing grassroots support for the next generation of musicians and music entrepreneurs, and opening up opportunities for people from diverse backgrounds.



Melbourne Music Week. Photo Credit: Jayden Ostwald

## Our achievements

Some of the key successes of the *Melbourne Music Strategy 2014-17* include:

### Celebrating Melbourne's music story

- Melbourne Music Week, an annual celebration held over nine days, featuring around 100 events, 250 artists, 40 venues and a changing performance hub including St Paul's Cathedral, State Library of Victoria and Queen Victoria Market
- Laneway named in honour of the legendary Chrissy Amphlett, lead singer of Divinyls
- Self-guided walking tour exploring Melbourne's music history and venues

### Sharing international ideas and practice

- Inaugural 2015 Melbourne Music Symposium, which attracted over 100 industry representatives from around the world to discuss 'what makes a successful music city'

### Gathering data and reviewing regulation

- Co-author with the Live Music Office of a report outlining the cultural and economic contribution of live music to the national economy<sup>1</sup>
- The city's first venue operators' forum, Melbourne Venues Day, to enable open discussion about current industry challenges and opportunities including noise regulation

### Supporting local talent

- Melbourne Music Sampler distributed to festivals and events around the world
- Funding for dozens of music-related projects including \$30,000 for a new recording studio in West Melbourne, a virtual reality Music Room, a Sounds of the City magazine showcasing new local music, and the landmark *Yirramboi First Nations Arts Festival*.

## City of Melbourne's role

The City of Melbourne has an important role to play in creating the right environment to help emerging and established musicians explore their creativity, find opportunities to perform and collaborate, and become increasingly self-sustaining.

As a global music capital, with an inclusive and culturally diverse community, Melbourne has the infrastructure, experience and passion to celebrate music in all of its forms – across the city and around the world.

The City of Melbourne has a significant leadership role in acknowledging the deep and ongoing cultural and musical traditions of Melbourne's First Nations people.

By engaging with key government and industry partners, facilitating new connections, and supporting new talent, ideas and music technology, we can ensure Melbourne remains a prosperous, creative and well connected global city.

## Strategic context

*Melbourne Music Plan 2018-21* sits within a broader policy context that seeks to build on the strengths and attributes that have made Melbourne the world's most liveable city for seven years running.<sup>2</sup>

The plan has been designed to further the aspirations of *Future Melbourne 2026*, including the community's vision for Melbourne to be a 'sustainable, inventive and inclusive city that is vibrant and flourishing'.

It contributes to the goals and priorities of the *Council Plan 2017-21*, particularly Goal 3: A creative city, which focuses on investing in the creativity of people of all backgrounds and abilities, and Goal 4: A prosperous city, which looks at ways of assisting entrepreneurs and businesses to thrive in their chosen fields and give back to the local community.

*Melbourne Music Plan 2018-21* supports Melbourne's music industry to be a place that inspires experimentation, innovation and creativity, and fosters leaders of ideas and courage.

## Relationship with other levels of government and industry

During the development of this Music Plan for 2018-21, we considered recent changes in the music landscape that have occurred since the last strategy was released in 2013, including the work of industry stakeholders, and other levels of government.

The City of Melbourne works collaboratively with industry organisations, surrounding local Councils, other capital city local government departments and State Government to support music performance, promote music education, facilitate industry development, and share best practice.

This collaborative approach is demonstrated by a number of partnerships, including with Music Victoria, and a recent Memorandum of Understanding signed between the City of Melbourne and Creative Victoria aimed at strengthening the liveability and reputation of Melbourne through its creative industries.

*Melbourne Music Plan 2018-21* aligns with Creative Victoria's *Creative State 2016-20*, and particularly Action 29 that aims to position Melbourne as a global cultural destination, based on having the right mix of cultural infrastructure, organisations, programming and investment. As a capital city government, the City of Melbourne has worked closely with the national Live Music Office on research into the contribution of live music to the Australian economy as well as collaborated on regulatory issues through the State's Live Music Roundtable. We keep up-to-date on best practice from other cities and states and look at ways of maximising creative, commercial and cultural opportunities for Melbourne's music sector.

**“The work the City of Melbourne has delivered through the *Melbourne Music Strategy 2014-17* has been remarkable for the way it has maintained focus on the objectives of the program... As Melbourne looks to develop a new (plan) for the future, it is important to recognise the great work that has been delivered to date.”**

John Wardle, Director, National Live Music Office

<sup>1</sup>The Economic and Cultural Value of Live Music in Australia 2014

<sup>2</sup>Economist Intelligence Unit's (EIU) Liveability Index, 2011 to 2017

# OUR NEW MUSIC PLAN

*Melbourne Music Plan 2018-21* is a three-year plan for Melbourne's music ecosystem that expands on work already underway across the city to support diverse local talent, provide safe and inclusive spaces to present music, and leverage international best practice.

The Music Plan addresses a key action in *Council Plan 2017-2018* to 'build on the achievements to date in collaboration with the music industry and key partners'. It also responds to a number of opportunities and challenges that emerged during consultation with industry and the wider community in mid to late 2017.

## Detailed consultation

Consultation for the new Music Plan included two workshops with the Music Advisory Committee, interviews with key industry representatives and consultation with internal stakeholders across Council to develop an updated vision and key focus areas. The draft vision and key focus areas were released for public comment in October 2017 via Participate Melbourne, the City of Melbourne's online community engagement portal.

Community feedback identified that specific priorities were needed to support Melbourne's music ecosystem at a grass roots level and provide more opportunities for non-professional musicians and people of all ages, cultural backgrounds and abilities. Feedback also highlighted the importance of promoting local exports, new programs and emerging talent, and supporting innovative local music businesses and ideas.

Another key observation, based on the experience of implementing the 2014-17 strategy, is that actions are sometimes more effective if worked on collaboratively by a subgroup of industry, education, community and committee representatives. We want to continue to engage with the wider music industry on key priorities and larger projects, and will invite feedback from a diverse range of stakeholders through various channels.

## Key focus areas

*Melbourne Music Plan 2018-21* includes four key focus areas:

1. Industry development and diversity
2. Innovation and technology
3. Visitor economy and international profile
4. Regulation, urban growth and infrastructure

Each key focus area is linked to an overarching goal and a set of clear priorities for realising that goal.

**“In our global network of music cities and music advocates, Melbourne stands out as a shining example of a city that puts great value on music and the health of the music community. We often point to Melbourne as a source of inspiration and best practices and it will be exciting to see the achievements that come from a renewed music strategy.”**

Amy Terrill, Executive Vice President, Music Canada



## Vision

Melbourne is a global music capital with an inclusive and culturally diverse music culture. Our city leads the world in helping emerging and established musicians to be creative and self-reliant. Outward looking and entrepreneurial, Melbourne knows how to showcase its rich musical offering, including its unique, enduring and continually evolving Aboriginal culture and its broad mix of post-settlement cultural influences and genres. We export musical talent, ideas and technology around the world.

## Definition of 'music'

'Music' is defined in this plan as any live or recorded performance by a singer, instrumentalist, band, DJ or street performer that takes place indoors or outdoors, in a traditional or non-traditional venue or is experienced through digital technology such as live streaming or virtual/augmented reality.

The 'music industry' includes emerging and established musicians, ensembles, groups, venue operators, promoters, managers, peak bodies, recording studios, journalists, bloggers, commercial and community broadcasters, professional arts companies, production and equipment providers, music educators and universities

Freya Josephine Hollick - The Age Music Victoria Awards 2016. Photo Credit: Martin Philbey

# KEY FOCUS AREA 1: INDUSTRY DEVELOPMENT AND DIVERSITY



Gawurra - The Age Music Victoria Awards 2016. Photo Credit: Martin Philbey

**Link musicians and entrepreneurs from diverse backgrounds with tools, technologies and mentors to help them create new music, reach new audiences and distribute music through new and existing platforms.**

One of the hallmarks of a healthy music city is a culture of diversity and resilience where musicians, managers and venue operators support each other and work together to find new audiences and opportunities for professional and non-professional musicians.

Melbourne is a city of music lovers. We are committed to giving people of all ages, socioeconomic and cultural backgrounds access to music and music making.

The City of Melbourne will continue to support Melbourne's music ecosystem at a grass roots level through its existing activities, collaborations and partnerships, and by working collectively with industry, education and community partners to build a strong, sustainable music sector.

A key part of our approach will be to support up and coming musicians, entrepreneurs, unsigned artists and buskers by connecting them to opportunities in music education, youth programming and performance. We will also be more innovative in how we program music, with guest curators and mentors from different backgrounds, ages, ethnicities and musical genres.

Through the Live Performance Award Pay Guide, the City of Melbourne will continue to set a precedent for paying all musicians fairly. And we will support the work of other agencies and projects to promote safe, non-discriminatory, non-smoking, alcohol free events.

As a leading music city, we are always looking at best practice models from around the world and we will continue to initiate, contribute to and share research that increases our understanding about the changing nature of Melbourne's music industry.

## Priorities

1. Continue to develop Melbourne Music Week as a diverse music festival that serves and is guided by Melbourne's music industry and venues, and predominantly showcases local musicians.
2. Continue to support Melbourne's education sector by working collaboratively to provide professional development opportunities for local musicians and young entrepreneurs.
3. Support music performance and curatorship opportunities for emerging, grassroots artists, buskers, Aboriginal artists and musicians from all backgrounds. Lead by example by engaging emerging musicians from diverse backgrounds at City of Melbourne events.
4. Support Melbourne's music ecosystem at all levels through ongoing research and data collection through partnerships and key projects such as the Live Music Census and Music Infrastructure Mapping.

### Fair pay for Melbourne musicians

As an organisation that regularly employs musicians for a range of events and initiatives, the City of Melbourne recognises it has a leadership role in terms paying artists fairly for their work. We will be guided by and promote musicians and performer rates according to the Live Performance Award Pay Guide, which is endorsed by the Fair Work Ombudsman.

### Supporting local talent @ Sunday Lounge

Providing mentoring and development opportunities for local musicians is a key aim of *Melbourne Music Plan 2018-21* and a consistent theme across all of our industry and community consultation.

**Sunday Lounge Music Program**, an initiative of our previous music strategy, looked at how best to use new and existing community hubs for low-scale performances as well as create mentoring opportunities for mid-career producers and musicians.

Launched as a six-month pilot in 2015 at the Library at the Dock, the program celebrates Melbourne's diverse music culture while supporting the health and wellbeing of local communities. It has been so successful that it is now into its third series, with current creative producer Yeo Choong.

Three creative producers have worked on Sunday Lounge to date, engaging 18 paid acts, with audiences averaging 50 to 80 people.

The program's first creative producer, Murat Yucel, who runs a Melbourne-based production company

specialising in touring culturally diverse acts, said projects like Sunday Lounge "play a crucial role in having a cohesive, diverse community."

Fellow creative producer, Chelsea Wilson, herself an acclaimed soul/jazz artist and DJ, said Sunday Lounge was "hugely useful in developing (her) own career" and offered artists and producers valuable experience and connections.

Each lounge performance is followed by a question and answer session, which allows for a more intimate conversation about musical craft and provides an opportunity for diverse musicians and audiences to come together and share personal stories in a safe, accessible environment. Around 10 per cent of audience members are from interstate or overseas.

The program is now being used as a model for activating other community hubs across Melbourne and providing mentoring to non-professional musicians from diverse backgrounds.

**"Great event, please keep running this community program..."**

**"Don't live in Docklands but I travel down for these music sessions... I enjoy (them) so, so much."**

Feedback from Sunday Lounge audience members

### Year one supporting actions

- Deliver a new plan for Melbourne Music Week by evaluating the current model to ensure an event which is unique to Melbourne, in line with audience and industry trends, and supports our Music Plan's vision to be a global music capital with an inclusive and diverse music culture.
- Engage with local musicians and stakeholders to identify how the City of Melbourne can further support emerging and non-professional musicians of all genres develop their skills and present their music in the City of Melbourne.
- In collaboration with industry partners, create new mentoring and performance opportunities that support career progression, knowledge and connections and include diverse music community members.
- Release the Melbourne Live Music Census 2017 in conjunction with industry partners.



Ben Whiting

## KEY FOCUS AREA 2: INNOVATION AND TECHNOLOGY



Yirramboi First Nations Arts Festival 2017. Artist: Naretha Williams / CIRCLE. Photo Credit: Bryony Jackson

### Encourage connections between music and technology to provide more opportunities for musicians to experiment, collaborate and reach new audiences.

Melbourne is an innovative, highly creative city that readily embraces new technology and its exciting possibilities in terms of creative expression and breaking down barriers to access and participation.

Through a range of programs, activities and partnerships, the City Melbourne will work with industry and the community to maximise the potential benefits for local musicians and audiences of new and emerging technologies.

This Music Plan will link with a number of initiatives outlined in the *Startup Action Plan 2017-21*, which are designed to propel Melbourne startups and entrepreneurs to 'start, grow and go global' over the next four years and beyond.

These initiatives may include new ways of:

- making, recording and sharing music
- collaborating and connecting with other musicians
- engaging with audiences and reaching new audiences
- supporting smart music entrepreneurs, content creators and local startup businesses.

We are ready to work with industry to identify issues, solve problems faced by local musicians, and explore innovative ways of connecting creators and audiences through innovation and technology.

**“Technology and support of smart local business is imperative for (our) future.”**

Community feedback, Participate Melbourne

### Priorities

5. Facilitate connections between music startups, musicians, innovative businesses and the broader community through programs and events such as Melbourne Knowledge Week and Melbourne Conversations.
6. Support connections between musicians, technicians and technology developers by linking entrepreneurs, students and researchers. Make these groups aware of government funding opportunities and programs and provide access to community innovation labs or similar.
7. Explore innovative ways of presenting music across the municipality and encourage startups to test and prototype music products and services through activities such as innovation challenges and competitions.
8. Promote existing City of Melbourne programs and facilities that support music and technology including Annual Arts Grants residencies and community recording and performance facilities.

### Year one supporting actions:

- Promote City of Melbourne's recording, rehearsal and community facilities and support experimentation in music, technology, production and performance in these spaces.
- Support music innovation, new ideas and sustainability practices in music through Melbourne Knowledge Week 2018.
- Continue to connect music businesses and innovative entrepreneurs with our Small Business Grants program to help grow innovative music startups.
- Explore new ways of supporting music startups and entrepreneurs through engagement, connection and City of Melbourne Smart City initiatives.

## KEY FOCUS AREA 3: VISITOR ECONOMY AND INTERNATIONAL PROFILE



Charley Drayton at Amphlett Lane Opening

**Continue to promote Melbourne as a vibrant, international music destination and work with industry and other partners to maximise opportunities for local musicians, audiences and music entrepreneurs.**

Melbourne is a 24-hour city with its own unique and ever changing soundtrack.

The city offers a diverse mix of musical styles and performance, a myriad of live music venues from high energy to lounge, accessible facilities for recording and collaboration and a leading music education sector, all sustained by a living Aboriginal musical culture that dates back thousands of years.

The City of Melbourne plays a key role in supporting and promoting local musicians and music entrepreneurs through its existing campaigns, visitor service hubs, events, conferences and partnerships. We will continue to collaborate with our industry partners to promote local talent internationally and increase Melbourne's profile as one of the world's great music destinations.

We will also continue to strengthen the city's musical and cultural tourism offering through existing and new partnerships that activate city locations and reach city workers, international students and visitors.

### Priorities:

9. Support events that embrace a range of musical styles, forms and practices and encourage musical collaboration, physically and digitally, to break down socioeconomic and cultural barriers and enable visitors to experience Melbourne like a local through our Visitor Economy programs and marketing channels.
10. Strengthen Melbourne's brand as a unique music city by promoting our eclectic mix of genres, styles and scenes, and profiling local artists including Aboriginal artists, through our existing programs and events.
11. Continue to work with State agencies and industry stakeholders to showcase Melbourne's musical strengths in interstate and international promotional and tourism campaigns.
12. Work with industry partners to evaluate the need for more research into the economic and social contribution of music-based tourism to Melbourne.

### Celebrating Melbourne as a music education city

Promoting Melbourne as a destination of choice to study music is the primary aim of a new video targeted at students and parents around the world.

The idea for the video came from a workshop at the Melbourne Music Symposium, hosted by the City of Melbourne in November 2015, which focused on ways of attracting the brightest young minds to further their music education in Melbourne.

Following the symposium, the City of Melbourne brought together academics and educators to brainstorm a number of ideas, with everyone agreeing a video highlighting Melbourne's music scene and education sector could transcend cultural and language barriers and act as a great tool to bring students to Melbourne.

"As well as promoting the city as a destination of choice we also wanted to show that Melbourne is a great place to live and work as a young musician with so many opportunities to perform, collaborate, be inspired and pursue a music career," said Creative Producer Ben Cunningham.

Cunningham said a key part of the video was its soundtrack that features new works by six highly talented Melbourne music students, selected via an Expression of Interest process, including Marion Grunden, Alex Eynstone, Jordan Ross, Jamie Griffiths, Ryan Cara and the daughter of iconic Australian singer/songwriter Paul Kelly, Memphis Kelly from the band Satsuma.

Project partners included the University of Melbourne's Victorian College of the Arts and Melbourne Conservatorium of Music, RMIT University, Box Hill Institute, the Australian Institute of Music, Collarts and SAE Creative Media Institute. A steering group was set up to provide strategic advice prior to and during the production.

Now accessible online, the video attracted over 217,800 views in a single promotional campaign, reaching around 668,000 people and generating more than 4,200 likes. It is now being used by education partners to encourage overseas and interstate music students to excel in education, employment and community life in Melbourne.

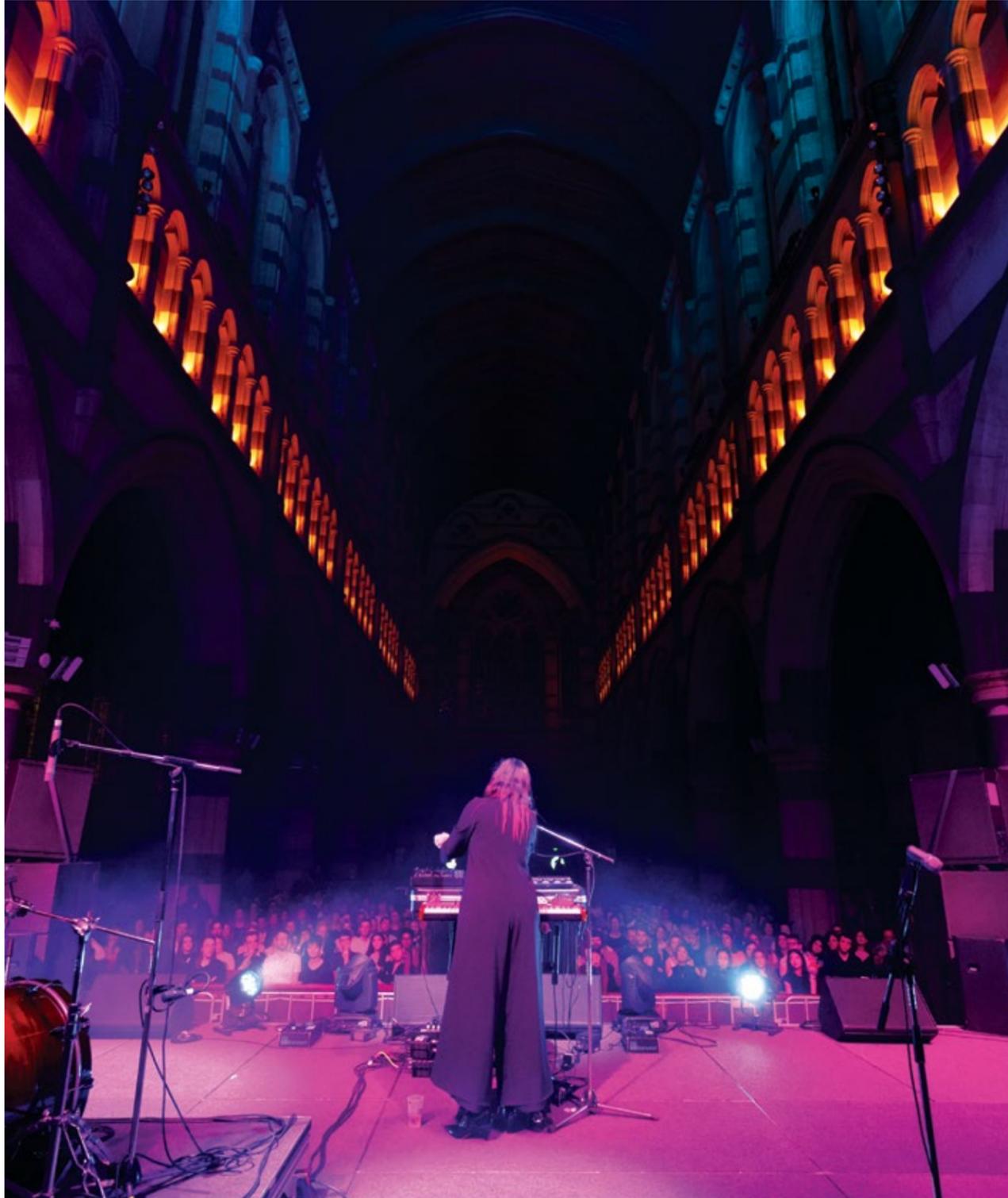
### Year one supporting actions:

- Support the delivery of Melbourne Music Cities Convention 2018 in collaboration with Music Victoria, Creative Victoria and Sound Diplomacy.
- Seek further opportunities to work in partnership with industry to promote and support Melbourne music exports at international festivals and events, including via the Melbourne Music Sampler, video content and new marketing initiatives.
- Support music performance opportunities and promotion of diverse local talent through our Visitor Economy programs and hubs.
- Explore new opportunities to promote Melbourne's music city brand through City of Melbourne marketing and tourism channels.



Melbourne Music Week 2017. Photo Credit: Jayden Ostwald

# KEY FOCUS AREA 4: REGULATION, URBAN GROWTH AND INFRASTRUCTURE



Melbourne Music Week 2017. Photo Credit: Jayden Ostwald

## **Protect and expand the current diversity of music spaces in Melbourne by advocating for development and regulation that supports music venues and keeps pace with industry and community needs.**

To maintain its place as an international music city, where music happens in a variety of planned and spontaneous ways, Melbourne must retain its culture of everyday music activity and its strong support for a wide variety of music venues and spaces.

A rapidly growing city, Melbourne is currently experiencing significant development and urban renewal and is projected to become Australia's largest city by 2030<sup>3</sup>.

The City of Melbourne will continue to work with local musicians, entrepreneurs and venue operators to support existing performance spaces, gain access to new spaces, and think creatively about where and when music can be performed, including as part of new developments and emerging city precincts.

Small venues will continue to be the life-blood of Melbourne's local live music scene and need to be protected with sensible regulation that balances the benefits of a culturally rich city centre with the amenity of local residents.

We will work with industry, other levels of government and the wider community on issues such as maintaining safe sound levels in performance venues and public spaces, and educating residents about the need to protect performance venues and share city spaces.

## **Priorities:**

13. In the early stages of new urban renewal and major infrastructure projects, consider and explore ways of incorporating spaces that can support music performance and artist housing in line with the Melbourne Arts Infrastructure Framework Implementation Plan.
14. Collaborate with industry and other partners on a comprehensive heritage study of Melbourne's music venues to determine their heritage significance, with the aim of achieving greater protection under the Planning Scheme.
15. Support Melbourne's late night economy by continuing to deliver core programs and forums that benefit local music venue operators and licensees such as Melbourne Venues Day, Melbourne Licensees Forums and the Safe Nights Out for Women Project.
16. As a new member of the Live Music Roundtable, contribute to industry and State Government regulatory discussions, including about the ongoing review of the EPA's State Environment Protection Policy No. N-2, and the application and review of State Planning Provision 52.43 (agent of change).

<sup>3</sup> Projection based on 2016 ABS Census figures

### Music noise regulations

#### State Environment Protection Policy No. N-2

State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2 sets out the Victorian Government's objectives for controlling noise from indoor and outdoor music venues. SEPP No. N-2 is aimed at protecting people on their properties and in their homes from unreasonable interference from music from hotels, discos, public halls and outdoor concert venues.

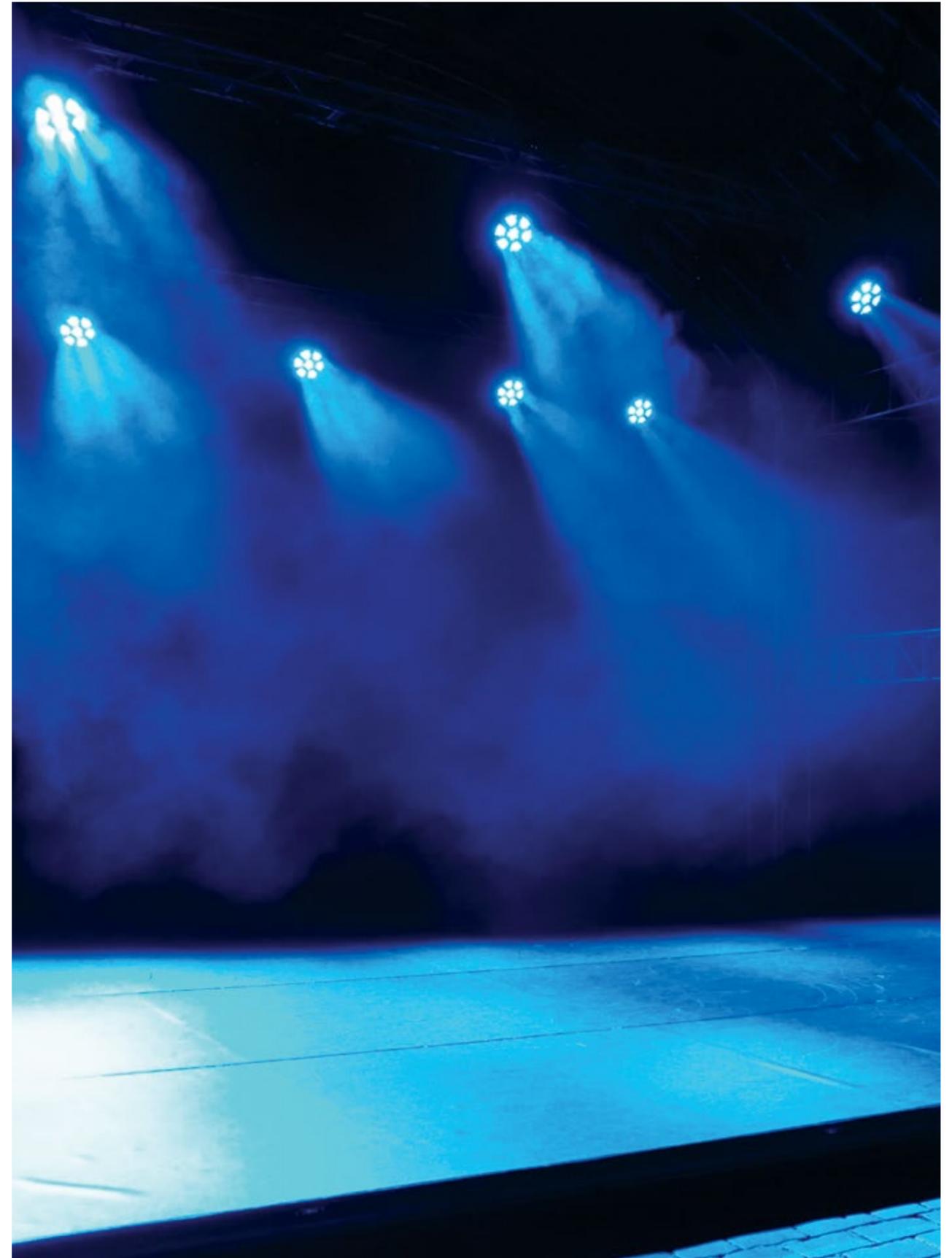
#### 'Agent of change' principle

The 'agent of change' principle has been introduced into Clause 52.43 of the Victoria Planning Provisions to manage the relationship between live music venues and residents. In planning, the agent of change principle assigns responsibility for noise mitigation measures to the 'agent of change' – a new use or development in an existing environment.

This means that if a new or an existing live music venue wants to establish or expand, they are responsible for mitigating any noise caused by that change on nearby residential properties. Similarly, a new residential development close to an existing live music venue is responsible for noise mitigation of its building to protect future residents.

#### Year one supporting actions:

- Deliver Melbourne Venues Day 2018 and 2019 in collaboration with Music Victoria, and bring together industry organisations and live music venue operators to present on key topics impacting venues and workshop new issues.
- Continue to work with venues, State agencies and key stakeholders to support a safe and vibrant late night economy in the city, through our Melbourne Licensees Forum and Safe Nights Out For Women project.
- Contribute to Live Music Roundtable forums by providing strategic advice on how the Agent of Change principle is being applied at a capital city local government level, and provide an update on issues encountered by City of Melbourne's planners during the process.
- Ensure support for music infrastructure and spaces for music performance, through the implementation of the Melbourne Arts Infrastructure Framework.



Meat Market.

## Implementation

The City of Melbourne is committed to working closely with the community and music industry to implement our Music Plan priorities, and we will continue to seek input on key projects and new initiatives to ensure the needs of the community are met.

As opportunities arise throughout the year to implement additional actions other than those outlined in the annual action plan, we will provide an update through our annual reporting process. All reports will be publicly available on the City of Melbourne website.

## Evaluation and reporting

*Melbourne Music Plan 2018-21* has been developed with input from a range of key industry representatives and internal stakeholders across Council during the consultation phase, and will be delivered through collaboration and close working relationships with the music industry and other government, education and community partners.

The City of Melbourne is committed to a transparent reporting process. In line with the previous *Melbourne Music Strategy 2014-17*, progress towards each of the sixteen priorities will be monitored and reported annually, highlighting achievements, partnerships and outcomes for key projects.

## Acknowledgments

The City of Melbourne would like to thank the Music Advisory Committee, industry and community representatives who have given their time to work with us and provide feedback during the consultation and development phase of the *Melbourne Music Plan 2018-21*.

## How to contact us

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