Southern Gold Coast Music Hubs Legacy Document

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Southern Gold Coast Music Hub

LEGACY DOCUMENT: regional development projection and implementation
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EXECUTIVE SUMMARY

This report accounts for the potential economic and social benefits of the Southern Gold Coast Music Hub Project to the Southern Gold Coast (SGC) region. It explores linked subprojects, events and activities that will come under the banner of the SGC Music Hub project, accounting for the quantification, timing and synergies of such endeavors. Significantly this report proposes implementation strategies including a roadmap to secure a signature creative industries-based festival to occur in Southern Gold Coast region over the next three years. This document has been informed by an extensive research and data collection process. This has included a review of pertinent literature and policy documents, and qualitative and quantitative data collection. Qualitative data collection has involved consultation with stakeholders and field experts.

This report begins by accounting for the SGC Music Hub project and its key performance indicators. The report moves on to discuss the future activities of the project, accounting for how such activities contribute to holistic regional development.

The Southern Gold Coast Music Hub Initiative

The Southern Gold Coast region is a premier location where natural beauty connects with high quality entertainment, including live music and international festivals. A project partnering Connecting Southern Gold Coast and the Centre for Tourism, Leisure and Work, Southern Cross University, has developed with the aim of stimulating regional development through the coordinated provision of music. The project has been titled ‘Southern Gold Coast Music Hub’ (SGC Music Hub).

A Hub is an identified region containing high-levels of interactions and cooperation and exists for the purpose of increasing collective output. Southern Gold Coast Music Hub applies these principles to music-related activity, involving local music performers, ensembles and DJs; venues, restaurants and festivals; industry groups, training institutions, tourism groups and community groups working together to develop the live music industry.

Key performance Indicators

The Southern Gold Coast Music Hub aims to achieve the following key performance indicators (KPIs);

- Increase business capacity and investment (IBCI)
- Create jobs and employment (CE)
- Establish markets for export and exchange (E)

Additionally, to achieve these KPIs there are two other indicators that need to be developed, they are;

- Market development (MD), and
- Community development (CD)

Increasing business capacity and investment occurs when firms operating in the economic sphere of the region are more able to grow, develop and sell products and services.

The creation of jobs and employment includes the development and attraction of new business/firms to the region, as well as short and long-term employment opportunities that come as a result of the project.
Export markets and exchange occurs when locally developed products or services interact in a market capacity in other regional markets.

Market development includes the activities that more readily entice domestic and tourist markets to the region. This may involve targeted marketing campaigns, in combination with product service design for the purpose of growing or establish new markets.

Community development includes activities that have at their core social and cultural outcomes. Such outcomes have an effect on the economic sphere of the region.

Activities of the Music Hub
The SGC Music Hub aims to achieve the above stated key performance indicators through undertaking and supporting activities that have at their core; a) creative industry network development, b) the creation and expansion of local events, and c) creative industry career pathway development.
IMPROVING REGIONAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH NETWORK COORDINATION

Theoretical design: the role of networks in regional development

Through applying best practice network development frameworks and structures significant regional benefits can be achieved. Further, by cross-referencing such activities with similar regional cases, some ideas about the long-term impact of the network development and coordination, coming about through the project, can be surmised.

Central to the success of the Southern Gold Coast Music Hubs project is the notion of an active and healthy network of stakeholders. The stakeholder group in this case is comprised of horizontal actors including musicians, DJs, music producers etc.; vertical actors including venues, performance spaces, festivals and event management organisations; and lateral actors including education institutions, tourism bodies etc. Such stakeholders in the context of the Southern Gold Coast region can be considered as being part of an ‘industry cluster’. Early work by Porter (2000) has promoted the economic advantage associated with industry clusters. Porter defines clusters as;

An industry cluster involves geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries and associated institutions (e.g. universities) in particular fields that compete but also co-operate.

Porter (2000: pp15)

More recently work by Brown et al. (2007) has advanced the notion of industry clusters. Brown et al. (2007) have achieved this by accounting for potential rent creation that come about as a result of collocated, cooperating and competing firms.

Significantly Keast and Brown (2005) propose that single firms within a cluster can experience benefits when a cluster is ‘turbo-charged.’ Turbo-charging clusters involves intervening with incentives (policy-driven or other) and strategies to stimulate better outcomes at the single-firm level, the cluster level and at the context level (Brown, 2010c).

Finally, clusters have life cycles (see Menzel & Fornahl, 2007), and can be emerging, and/or going through periods of growth, sustain or decline. Further, cluster health is determined by many factors including trust, communication, and level of cooperation, coordination and collaboration, amongst other things. Brown (2010) present a paradigm of network situation, in what she calls The Three C’s and The Three N’s (i.e. cooperation, coordination, collaboration; and Networking, Networks and Network Structures) of relationships. It is suggested that optimal outcomes for single firms operating within a cluster can be achieved when there is collaboration and network structures (such as governance – see appendix a).

![Figure 1; Differentiations Relationships for Building Clusters - Brown (2010)](image)
Contextual application
In relation to the SGC Music Hub project significant regional economic and social benefits can be achieved through:

- Rebrand the group of stakeholders operating in the Southern Gold Coast music/entertainment arena as an industry cluster,
- Undertake cluster management and support strategies and activities (including ‘turbocharging’ the cluster (see below))

While clusters vary in success from location to location, and across different industries, enabling strategies can be conducted to advance a cluster, and single firms operating within it.

The following is a list of clustering strategy implementation strategies to be applied to the Southern Gold Coast Music Hub-cluster for the benefit of the single firms operating within it (and the context as a whole).

Implementation strategies
- **Regular network (meetings):** involving all types of stakeholders; the aim of which would be to increase communication between like-firms, for the purpose of advancing innovation, and also create and assess policies at the cluster and context level (for example lobbying local government to apply supportive policies). Additionally such activities create trust between network actors, which is essential for other cooperative strategies and also for the diffusion of innovation.
- **Coordinated Activity and Resource Pooling:** for example, joint funding for collocated festivals/ events that would yield significant benefit to proximal businesses; purchasing supply equipment/capital (such as sound equipment or hiring of sound technicians) in bulk and distributing it across the cluster can decrease supply costs.
- **A published registry of local artists and events.** Such a strategy would be mediated through social media and other online modes by partnered lateral actors i.e. Connecting Southern Gold Coast and the Centre for Tourism, Leisure and Work, Southern Cross University.

Currently there is a degree of network activity within the cluster, however the cluster is still very much in an emerging phase. In an effort to minimize the time to which the cluster matures it is further recommended that ‘turbo-charging’ strategies be adopted. Such strategies will include:

- Coordinating cluster activities through a mediating/representative body (such as officiating the SGC Music project as an entity with the task of mediating growth in the regions music/entertainment sector)
- Taking advantage of network/ coordinated activity opportunities as they present, for example organizing showcases, concerts and training activities with established, external artists in the event that they are touring through the region.
- Increase communication at all levels of the cluster, and with the regional policy makers

To achieve the above listed network coordination recommendations the SGC Music Hub project will adopt a governance structure (see ‘management structure’ section).
IMPROVING REGIONAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH THE CREATION AND EXPANSION OF LOCAL EVENTS

Events
Facilitating and coordinating key, strategically important events will be an essential attribute to the expansion of music activity, and in turn, regional development, on the Southern Gold Coast. Additionally, events will provide stimulus for network interaction and involvement and artist professional development.

The Music Hub will not be responsible for programming all entertainment in the region; such an action would inhibit competitive advantage and firm autonomy. It is suggested however, that the Music Hub will create and coordinate events that strategically assist regional development. Such events would seek to draw markets to existing business areas that currently have diminished patronage and/or seasonal patronage. Additionally, events will seek to involve as many stakeholders as possible, at appropriate times (and seek never to exclude individual stakeholders) to ensure network growth as an outcome of activity. Finally, events that come under the banner of the Music Hub will build a point of difference, and/or counterpoint to traditional firm-level (pub entertainment) music.

The corresponding table displays information regarding past and future planned events that come under the banner of the SGC Music Hub project. Included in the table is data regarding attendees (projected number for future events), expenditure, the regional multiplier of this expenditure and the associated key performance indicators individual events aim to achieve. The multiplier is rounded figure (multiplier of 10) and includes primary as well as secondary economic expenditure, and in-kind support generated as a part of activities.

<table>
<thead>
<tr>
<th>Event title</th>
<th>Attendees</th>
<th>Expenditure (music industry)</th>
<th>Expenditure (music industry)</th>
<th>Multiplier effect (*10)</th>
<th>IB</th>
<th>CI</th>
<th>CE</th>
<th>E</th>
<th>PD</th>
<th>M</th>
<th>D</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paula Fugu Performance and workshop</td>
<td>40</td>
<td>$600</td>
<td>$6000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Music Industry Night featuring Frank Yamma</td>
<td>30</td>
<td>$1000</td>
<td>$10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Shakefest</td>
<td>300</td>
<td>$6000</td>
<td>$60,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooly Rocks On Youth Stage</td>
<td>3000</td>
<td>$3000</td>
<td>$30,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Emerge Kirra</td>
<td>600</td>
<td>$10,000</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swell Street Festival</td>
<td>4000</td>
<td>$5000</td>
<td>$50,000</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kirra Kite Festival</td>
<td>600</td>
<td>$2000</td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethno Australia</td>
<td>50</td>
<td>$20,000</td>
<td>$200,000</td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

KPIs
- Increase business capability and investment
- Create jobs and employment
- Export and exchange
- Partnership/Network development
- Market development
- Community Development
Event Programming; a progression

The programming of events will be strategically timed with consideration to available resources. As such small scale, ‘satellite’ events, will precede and promote larger events, and larger events will in turn promote a single signature event.

Utilizing naturally occurring resources

Key to creating a sustainable point of difference in the provision of events is utilizing the existing natural resources that are present on the Southern Gold Coast. This includes the local beaches and marine habitats (particularly in whale migration seasons), the mountainous rainforest areas located in the Currumbin Valley, youth spaces such as skate ramps and general access parks.

Busking and Local Music Nights

Expanding firms, and firms seeking to adopt new and/or additional markets will also require direct support, and staging key events in and around such spaces would be advantageous. Such events will include local music nights – that through programming will seek to draw a particular market.

Additionally, busking, or roving live music in key restaurant areas proves to an effective strategy in stimulating patronage. However, consensus regarding busking is that is can be a risky activity, and can potentially be a detriment to local business. Several busking models are on offer to the Southern Gold Coast region through the Gold Coast City Council, but significant concern has been raised in getting consensus from all businesses. This report suggests that a model whereby individual firms or a pool of firms (perhaps located along a stretch/ extended space) can commission individual musicians that cater directly to their audience. Such musicians would be sourced through the registry of artists – connected to the SGC Music Hub project. Additionally the SGC Music Hub project would be used as a brokering agent (linking the existing managers in the region) to seek interest and approval of an artist, or artists, for select restaurant service areas.

The provision of a Local Music Night, whereupon local artists could showcase talent, would also be an advantageous activity. Core to the success of such an endeavour would be successful marketing of such events. Several firms in the region have tried to establish such night independently but have not yielded success. This report suggests that the potential for success can increase significantly if local music nights market effectively, particularly to the expanding student population local to the area. Such activities could be effectively coordinated through the SGC Music Hub project with its grounding in both industry and the local education sector.

World Music and the Gold Coast

There is existing support for the world music genre on the Southern Gold Coast region. One of the regions highest performing bands (A French Butler Called Smith) is indeed a Latin band. Additionally, the presence of a high contingent of international residents (of university student age) makes the diversity of the genre an appealing alternative to the typical pub-rock style music that occupies most spaces currently. Further the area is well places to support the world music genre regionally, as neighbouring Byron Bay has a focus on blues and roots Music, Brisbane has a focus on New Wave/
Alternative music, and the Sunshine Coast has a focus on Folk Music. Growing world music activity is thus a complimentary genre to neighbouring regions, but also can act to distinguish a comparative point of difference for the region.

Finally, the Centre for Tourism, Leisure and Work, Southern Cross University has forged significant links with other national and international world music firms and festivals. The Centre is conducting research into world music festivals and networks. Significantly the Centre has a relationship with the Africa - Caribbean – Pacific (ACP) Festival Network that is administered through the cultural development arm of the European Union. This relationship was forged in 2009 whereupon the Centre for Tourism, Leisure and Work, Southern Cross University sponsored a Pacific Women in Music symposium as part of Vanuatu’s annual Fest’Napuan Festival. Fest’Napuan is one of the biggest music festivals in the Pacific region and showcases traditional as well as contemporary music from the island nation, and increasingly (world music) from overseas. Thus these relationships, administered through Southern Cross University, expose significant import and export possibilities for (specifically world music) artists operating in the region.

A Signature Music Event
The Southern Gold Coast region currently has several signature events. Arguably the biggest of these is the Quicksilver/ Roxy Pro Surfing competition (February/ March), and the Cooly Rocks On - rock and roll/nostalgia festival (June) (formally Wintersun Festival). However, in the past while such events have been an important calendar dates for the local tourism and hospitality industry, they have not, for the most part, utilized local the supply of local bands that reside in locally. While significant steps have been made to increase the provision of local music in these events (particularly through the 2011 Cooly Rocks On Youth Stage) there is further opportunity to utilize local talent in the provision of events.

Further, as stated above the Southern Gold Coast region is well placed to offer a festival, that can offer a point of difference, while building on established festivals in the neighbouring regional areas. Such festivals include; the Byron Bay Blues and Roots Festival (Byron Bay) & the Broadbeach Blues Festival, the Woodford Folk Festival (Sunshine Coast), and the Tamworth Country Music Festival (North West NSW).

Establishing a festival themed around World Music would provide a unique opportunity for the Southern Gold Coast region. Timing and organizing this event with consideration to signature festivals that happened in other regions in Australia (for example Woodford Folk Festival, Byron Bay Blues and Roots Festival, Island Vibes festival, Australian World Music Expo- Melbourne) will be essential to ensure success.

Establishing signature events such as this in communities can take many years. However, the SGC Music Hub would be well placed to speed this up, particularly if the event built on resources already present in the region. Significant financial
support and buy-in from stakeholders is also an essential step to the undertaking such large events. As one of its aims the SGC Music Hub project can seek support and government grants to build on existing resources, with the long-term aim of establish a signature event, possibly themed as a world music destination.

**Implementation strategies**

- (Continue to) Create and coordinate events that meet the key performance indicators of the SGC Music Hub Project, and/or strengthen network ties between stakeholders

- Establish live music on restaurant stretches, and in individual restaurants through a pooled financial contribution to the selected artists from participating restaurants. This model poses several advantages over a traditional busking licence model – as firms can select and control the provision of entertainment as required. Essential to the success of this model will be the role of the SGC Music Hub in brokering artists (using the artist registry in consultation with existing managers) with the restaurants.

- Establish a Local Music Night at one or several venues. The aim of this would be to showcase musicians that reside regionally in local firms. Essential to the success of this endeavour is effective marketing, particularly to the university student population.

- Directly support and expand world music activities and bands residing in the region as a way of developing a regional competitive advantage.

- Establish a **signature music event** for the Southern Gold Coast region over the next three years. This event would capitalize on the many local resource currently residing the region, including; the developing world music scene and the local environment (beach, marine animals, mountains, etc.).
IMPROVING REGIONAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH CREATIVE INDUSTRY PATHWAY DEVELOPMENT FOR LOCAL MUSICIANS

Training
The provision of formal and informal training for local musicians is an essential step in improving the quality and quantity of the local music supply. However significant developments in training within the creative industries field, and the music industry within it, have taken place over the last two decades. Particular to this is the legitimization of non-formalised learning, and the increased attention paid to the acquisition of business skills for arts-based industries.

The Southern Gold Coast has institutions within it that currently service formal qualification training, however it is expected that as music activity in the region grows so too will the provision and types of training available. Currently Southern Cross University offers a bachelor of events management course through the Beachside Campus. Additionally, the campus services a number of tourism students that receive training in related industries. Additionally there are business certificate and diploma certificates on offer at the Queensland International Business Academy (Coolangatta).

Artist Support and Development
The SGC Music Hub project will need to offer additional non-formal training directly for musicians and related firms (such as event manages). Such training could take the form of workshops run by established artists, mentoring programs, and information sessions. Fortunately the Southern Gold Coast region boasts a number of spaces whereupon training, and specifically technical arts training can take place. This the plethora of community halls and spaces through the region, the Love Street Studios (Currumbin Waters), the Currumbin Valley education facility and the Southern Cross University itself.

Import and Export development
Central to the overall success of local artists (the cornerstone to a music cluster) is their ability to generate income through touring. The Southern Gold Coast Music Hub project will seek to directly support artists in coordinating national and international tours, particularly when such activity can be create knowledge that can be diffused to other emerging bands (through workshops and other activities). Support can be in the form of grant-writing help, network development, letters of support, logistical planning etc.

To compliment this, and as part of regional event programming the Southern Gold Coast Music Hub Project will seek to import the skills, knowledge and experience and entertainment of established artists to a) create successful events and b) value add this process with informal training and network development with musicians currently operating in the area.

Industry Support and Development
In addition to supporting musicians and corresponding management structure the Southern Gold Coast Music Hub project will seek to support training and knowledge sharing with firms, particularly bars and clubs. In the field of network studies such transmission of information is called tacit knowledge sharing, and usually takes place in informal interactions. Such tacit knowledge sharing can be significant in the development of innovative products for local firms.
Implementation strategies

• Establish creative industries training activities for local artists including; mentoring

• Seek to support the development of further formal courses that have creative industries at their core

• Directly work with artists to assist in the development of local music product.

• Assist and support local musicians in organising national and international tours (export). Utilize returning artists in training activities for emerging artists.

• Import established national and international artists to conduct performances and facilitate training for locally based musicians.

• Continue to work with and support local firms such as event managers, bars and clubs in providing tacit knowledge sharing environment that foster innovation.
## IMPLEMENTATION STRATEGY AND PLAN

The following table provides a structured implementation plan, including a timeline, for all SGC Music Hub activities.

<table>
<thead>
<tr>
<th>Network Development</th>
<th>Recommendation</th>
<th>Activity</th>
<th>Proposed Date and Frequency</th>
<th>Party responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regular network(ing) meetings; involving all types of stakeholders; the aim of which would be to increase communication between like-firms, for the purpose of advancing innovation, and also create and assess policies at the cluster and context level (for example lobbying local government to apply supportive policies). Additionally such activities create trust between network actors, which is essential for other cooperative strategies and also for the diffusion of innovation.</td>
<td>Networking meetings</td>
<td>Up to 4 a year Quarterly per annum</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager</td>
</tr>
<tr>
<td></td>
<td>Coordinated Activity and Resource Pooling; for example, joint funding for collocated festivals/events that would yield significant benefit to proximal businesses; purchasing supply equipment/capital (such as sound equipment or hiring of sound technicians) in bulk and distributing it across the cluster can decrease supply costs.</td>
<td>Organising festivals (with coordinated support) Swell Ethno Australia</td>
<td>September December</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
<tr>
<td></td>
<td>A registry of local artists; applied specifically for local venues to utilize when of benefit a registry</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Southern Gold Coast Music Hub

<table>
<thead>
<tr>
<th>Events provision</th>
<th>(Continue to) Create and coordinate events that meet the key performance indicators of the SGC Music Hub Project, and/or strengthen network ties between stakeholders</th>
<th>As opportunities arise</th>
<th>On-going</th>
<th>SCU PhD Student to organise in consultation with CSGC events manager.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establish live music on restaurant stretches, and in individual restaurants through a pooled financial assistance for events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordinating cluster activities through a mediating/representative body (such as officiating the SGC Music project as an entity with the task of mediating growth in the regions music/entertainment sector)</td>
<td>Subprojects to come from networking meetings</td>
<td>On-going</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
<tr>
<td></td>
<td>Taking advantage of network/ coordinated activity opportunities as they present</td>
<td>As opportunities arise</td>
<td>On-going</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
<tr>
<td></td>
<td>Increasing communication at all levels of the cluster, and with the regional policy makers</td>
<td>Subprojects to come from networking meetings</td>
<td>On-going</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
</tbody>
</table>

The website has an online registry. CSGC is responsible for publishing the registry online.

Consultation with CSGC events manager – CTLW.

Creation of registry: August 2011
<table>
<thead>
<tr>
<th>Contribution to the selected artists from participating restaurants. This model poses several advantages over a traditional busking licence model – as firms can select and control the provision of entertainment as required. Essential to the success of this model will be the role of the SGC Music Hub in brokering artists (using the artist registry) with the restaurants.</th>
<th>Create package of artist information from registry of Artist - Approach business with option / broker performances</th>
<th>May</th>
<th>CSGC to create portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Local Music Night at one or several venues. The aim of this would be to showcase musicians that reside regionally in local firms. Essential to the success of this endeavour is effective marketing, particularly to the university student population.</td>
<td>Seek to have a local music night at a local venue – 1 per month (approximately) starting from May, 2011</td>
<td>Ongoing – monthly</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
<tr>
<td>Directly support and expand world music activities and bands residing in the region as a way of developing a regional competitive advantage.</td>
<td>As opportunities arise</td>
<td>Ongoing – monthly</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager.</td>
</tr>
<tr>
<td>Establish a <strong>signature music event</strong> for the Southern Gold Coast region over the next three years. This event would capitalize on the many local resource currently residing the region, including; the developing world music scene and the local environment (beach, marine animals,</td>
<td>Developed over three years</td>
<td>Over three years</td>
<td>SCU PhD Student to organise in consultation with CSGC events manager – involving multiple partners</td>
</tr>
<tr>
<td>Pathway Development</td>
<td>Establish a number of creative industries training activities for local artists.</td>
<td>As opportunities arise</td>
<td>Ongoing – aim for approximately 1 every 2-3 months</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Seek to support the development of further formal courses that have creative industries at their core</td>
<td>As opportunities arise</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Directly work with artists to assist in the development of local music product.</td>
<td>As opportunities arise</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Assist and support local musicians organising national and international tours (export). Utilize returning artists in training activities for emerging artists.</td>
<td>As opportunities arise</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Import established national and international artists to conduct performances and facilitate training for locally based musicians.</td>
<td>As opportunities arise</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Continue to work with and support local firms such as event managers, bars and clubs in providing tacit knowledge sharing environment that foster innovation.</td>
<td>As opportunities arise</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
ROLES OF RESPONSIBILITIES: CREATING A SUSTAINABLE FUTURE

The Southern Gold Coast Music Hub project exists as a partnership between Connecting Southern Gold Coast and the Centre for Tourism, Leisure and Work, Southern Cross University. A working group between these two lateral actors has been set up to implement SGC Music Hub activities over a three-year period. The management structure of the Music Hub will be analysed, and recommendations made as the project grows. It is expected that reviews will take place every six month, during which times emerging management opportunities and lateral actor partners will be discussed.

Currently CSGC, where possible, will be responsible for all media related to the project. CTLW, with its existing creative industries networks, will be responsible for instigating event, training and network strategies. These will be event managed through the working group partnership of CSGC/CTLW. CTLW will be responsible for all aspects of research relating to the project. At any time, all parties can suggest ideas and strategies, these will be considered by the working group and referred to the general manager of CSFC and the Director of CTLW.

Management structure
**Roles and responsibilities**

SGC Music Hub Committee: will include up to five invited members whose primary aim it will be to assist the CTLW representative and the CSGC representative in the operation of projects that meet strategic aims. The committee will conduct bi-monthly meetings with CSGC and CTLW representatives. Membership to the committee is voluntary.

CSGC and CTLW representatives (Music Hub working group): will work in tandem to event manage, create and coordinate Hub functions. Meetings will be bi-weekly/weekly.

Other: It is likely that through the course of activities supporters, student interns and volunteers will accumulate. As the Hub develops, so too may the governance/management structure. Such changes could include the formalisation of the Hub as its own entity, the provision of membership.
**NEXT STEPS**

The following tables outline the first budgetary (excluding labour costs/wage) and human resource requirements to implement the Southern Gold Coast Music Hubs project.

### First Year Roll Out Budget

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time / Frequency</th>
<th>Unit Cost $</th>
<th>Total $</th>
<th>Contribution Centres</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>SGC Music Hub Pool</td>
<td>SCU funds</td>
</tr>
<tr>
<td>A published registry of artists and events (online)</td>
<td>Updated yearly</td>
<td>$900 webpage costs</td>
<td>$1,000</td>
<td>-</td>
</tr>
<tr>
<td>Roving Musicians on Restaurant strips</td>
<td>Weekly</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Network administration including media</td>
<td>Weekly</td>
<td>$1000 (room hire in-kind)</td>
<td>$1,000</td>
<td>-</td>
</tr>
<tr>
<td>Local Music Nights</td>
<td>1 months for the first 6 months</td>
<td>$400</td>
<td>$2,400.00</td>
<td>$2,400.00</td>
</tr>
<tr>
<td>Workshops for local artists</td>
<td>1 bi-month</td>
<td>$600</td>
<td>$3,600</td>
<td>$3,600.00</td>
</tr>
<tr>
<td>Signature Music Event (Ethno)</td>
<td>1 per year (over several days)</td>
<td>$50,000</td>
<td>$50,000.00</td>
<td>-</td>
</tr>
<tr>
<td>Signature Music Event (Emerge Kirra)</td>
<td>1 per year</td>
<td>$14,000</td>
<td>$14,000</td>
<td>-</td>
</tr>
<tr>
<td>Cooly Rock On Youth Stage</td>
<td>1 per year</td>
<td>$5,000</td>
<td>$5,000</td>
<td>-</td>
</tr>
<tr>
<td>Shakefest Youth Festival</td>
<td>1 per year</td>
<td>$5,000</td>
<td>$6,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td></td>
<td>$83,900</td>
<td>$6,900</td>
</tr>
<tr>
<td>Activity</td>
<td>SCU PhD student Hrs/year</td>
<td>CSGC event manager Hrs/year</td>
<td>Director CTLW Hrs/year</td>
<td>GM CSGC Hrs/year</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------</td>
<td>------------------------------</td>
<td>------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Stakeholder Meetings</td>
<td>100</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>A published registry of artists and events (online)</td>
<td>40</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roving Musicians on Restaurant strips</td>
<td>40</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network administration including media</td>
<td>140</td>
<td>70</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>Local Music Nights</td>
<td>400</td>
<td>100</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Signature Music Event</td>
<td>400</td>
<td>100</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Workshops for local artists</td>
<td>200</td>
<td>50</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Assist and support local musicians organising national and international tours (export), involving grant writing, product dev. Etc.</td>
<td>100</td>
<td>50</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Continue to work with and support local firms such as event managers, bars and clubs in providing tacit knowledge sharing environment that foster innovation.</td>
<td>100</td>
<td>50</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Hours:</strong></td>
<td><strong>1520</strong></td>
<td><strong>530</strong></td>
<td><strong>125</strong></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
CONCLUSION

This report outlines a 3 year implementation strategy for the Southern Gold Coast Music Hub project. The project has three ministries, these are; network/cluster development, event creation and coordination and the provision of training opportunities for local music-based stakeholders. Embedded in this report is a range of implementation strategies, which through implementation will positively affect regional development. On going support is needed by both current, contributing lateral actor partners; Connecting Southern Gold Coast and The Centre for Tourism, Leisure and Work, Southern Cross University.

As this project grows, so too will the need for additional monetary support. Further, it is likely too that partners and stakeholders will (need to) increase their investment in the project. A significant opportunity to accumulate support would be in the form of an Australian Research Grant Submission. This grant submission would most likely take the form of an Industry Linkage grant – whereupon contributors would pledge significant monetary support for the Music Hub as a research project. If the grant is successful additional federal funds would be made available to support the research component of the project.
Reference:


