

N-34027/7/2025-BC-IV  
**GOVERNMENT OF INDIA**  
**Ministry of Information & Broadcasting**  
'A' Wing, Shastri Bhawan, New Delhi- 110001


Dated, the 24<sup>th</sup> October, 2025

**Office Memorandum**

**SUBJECT:** Minutes of the Meeting held on 16<sup>th</sup> October, 2025 on Promotion and Development of the Live Event Industry/Concert Economy in India- reg.

The undersigned is directed to forward herewith a copy of Minutes of the Meeting of JWG held on **16<sup>th</sup> October, 2025 at 03:30 PM** at Fielden Hall, 1<sup>st</sup> Floor, Akashvani Bhawan, New Delhi to review the Action plan/action taken on the decisions taken in the 1<sup>st</sup> Meeting of Joint Working Group held on 26<sup>th</sup> August, 2025 for kind perusal and Compliance.

2. This issues with the approval of Competent Authority.

  
24/10/25

**(Brajesh Godra)**

Deputy Secretary to the Govt. of India  
Tele: 23383648

**Encl.:** a/a

To:

All the participants as per attached list.

Copy for information to:

- (i) PPS to Secretary, I&B
- (ii) PPS to JS(B-II), M/o I&B
- (iii) PS to DS (BC-IV), M/o I&B
- (iv) PS to US (BC-IV), M/o I&B

**Minutes of the 2nd Meeting of the Joint Working Group (JWG) on Promotion of the Live Event Industry under the chairmanship of Shri Sanjay Jaju, Secretary, I&B, on 16th October 2025, New Delhi**

The 2<sup>nd</sup> meeting of JWG for Promotion of Live Event Industry/Concert Economy in India was held under the chairmanship of Shri Sanjay Jaju, Secretary, I&B, on 16<sup>th</sup> October 2025 at 03:30 PM at Fielden Hall, 1<sup>st</sup> floor, Akashvani Bhawan, Sansad Marg New Delhi. The list of participants is enclosed as **Annexure I**.

2. At the outset, Secretary, I&B reviewed the progress of the action being taken on the issues discussed in the 1<sup>st</sup> meeting of the Joint Working Group (JWG). He rechristened the Joint Working Group as the "**Live Events Development Cell**", aimed at providing a single-window platform to streamline clearances, coordination, and policy support for the live entertainment industry. This Group is to work with Government, States & industry, for doubling the concert economy & create 15 to 20 million jobs within the live entertainment sector by 2030.

3. A presentation on the action taken on the decisions taken during the 1<sup>st</sup> Joint Working Group (JWG) meeting held on 26.08.2025, was given by Shri Prithul Kumar, Joint Secretary (Broadcasting). A copy of the Presentation is at **Annexure II**.

4. The following key action points emerged for implementation:

S. No.	Decision point	Action to be taken	Action by / Timeline
1	<b>Development of Single Window Clearances Portal for Live Event Industry</b>	<ol style="list-style-type: none"> <li>Ms. Shruti Rajkumar, Head-ICH, NFDC, presented the status of the single window online mechanism, for live event permissions through the Integrated Communication Hub (ICH) portal.</li> <li>The industry committee is actively handholding the development of portal framework. She shared the proposed design and functionalities and sought inputs from State Governments &amp; the committee – <ol style="list-style-type: none"> <li>Framework of the portal prepared by BookMyShow IT team given to ICH.</li> <li>Step by Step process given along with details and attributes of each of the step prepared and shared</li> </ol> </li> </ol>	<p><b>Development of Single Window Portal on ICH -</b></p> <ol style="list-style-type: none"> <li>MD/NFDC &amp; Head/ICH Portal</li> <li>Committee of BookMyShow – Shri Anil Makhija &amp; Shri Noel Curtis, Ms. Damini Bhalla, Head of Regulatory and Policy, District by Zomato, EMMA – Sh. Ankur Kalra.</li> </ol> <p><b>(31 Oct)</b></p> <p><b>DO letter to State Govt. - Member Secretary-JWG</b></p>

		<p>with ICH.</p> <p>3. EEMA team is in touch with ICH Team and to have the portal ready by Oct end.</p> <p>3. Regular consultation for ensuring timely development of the portal for the ensuing live events season. ICH also to coordinate with the Directorate of Commerce and Industry, Haryana, for inputs on the live portal.</p> <p>4. Secretary, Ministry of I&amp;B, emphasized that until all State Governments are formally integrated into the Live Events Facilitation Portal, any specific requests for support or intervention relating to events may be raised through the JWG/Cell. These will be compiled and formally communicated to the respective Chief Secretaries of the concerned States to ensure timely facilitation and coordination at the local level.</p> <p>5. Do Letter to be sent to Chief Secretary of the State Governments to nominate a Nodal Officer for Live Events, and send their contact details to the Ministry.</p>	<p>(Shri Brajesh Godra, DS, M/o I&amp;B )</p> <p><b>(25 Oct)</b></p>
2	<b>Model Standard Operating Procedure (SoP) for Live Events for the States</b>	<p>1. A document on Licensing and Permissions Bottlenecks &amp; Disparities amongst States has been prepared by the Committee. On the basis of this, a Draft Standard Operating Procedure (SoP) is to be developed by the Committee to serve as a model framework for State Governments &amp; other Government bodies, to ensure seamless facilitation of live events across the country.</p> <p>2. The SoP should -</p>	<p>Committee of BookMyShow – Shri Anil Makhija, Ms. Damini Bhalla, Head of Regulatory and Policy, District by Zomato, EMMA – Sh. Ankur Kalra.</p> <p><b>(31 Oct)</b></p>

		<ol style="list-style-type: none"> <li>1. Provide a uniform list of clearances</li> <li>2. Transparent process for granting permissions, coordinating with multiple departments (such as police, fire, excise, local bodies, and tourism),</li> <li>3. Define timelines and accountability for each stage of approval.</li> <li>4. Removal of redundant permissions and impractical or infeasible conditions in existing licences/ Clearances</li> <li>5. Also outline best practices for safety, crowd management, environmental compliance, and post-event reporting.</li> </ol> <p>3. Once finalized, the model SoP will be shared with States for adoption or adaptation to their local regulations, thereby enabling a more efficient and industry-friendly ecosystem for the live entertainment sector.</p>	
3	<b>Dedicated Policy for Live Event by Assam Government</b>	<ol style="list-style-type: none"> <li>1. Assam Government informed that they have made a policy for live events. The state will develop entertainment infrastructure in cities like Guwahati, Jorhat and Dibrugarh to host large-scale international concerts. The policy also emphasises providing government support (e.g., viability gap funding) and enabling world-class light/sound infrastructure to attract global acts and make Assam part of the global concert circuit.</li> <li>2. Ministry of I&amp;B may share the policy with other states for guidance.</li> </ol>	<p>Member Secretary-JWG. (Shri Brajesh Godra, DS, M/o I&amp;B ) (31 Oct)</p>
4	<b>Pre-Approved</b>	<ol style="list-style-type: none"> <li>1. To identify and <b>notify pre-approved venues</b> in major cities for live events and concerts -</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>DO Letter</b> - Member Secretary-JWG (Shri Brajesh Godra, DS,</li> </ol>

	<p><b>Venues</b></p>	<ol style="list-style-type: none"> <li>1. <b>M/o Sports</b> - Sports Venues of SAI, BCCI, etc.</li> <li>2. <b>M/o Culture</b> – Heritage venues of ASI etc.</li> <li>3. <b>State Governments</b> - additional venues under tourism, sports, and municipal bodies</li> <li>2. Strategy Draft for unlocking the potential for Heritage Monuments as event venues has been prepared by EEMA. A model framework for the pre-approved venues of ASI to be prepared by EEMA.</li> <li>3. DO letter to be sent to State Chief Secretary &amp; concerned Secretary, M/o YA&amp;S &amp; M/o Culture</li> </ol>	<p>M/o I&amp;B )</p> <p><b>(25 Oct)</b></p> <ol style="list-style-type: none"> <li>2. <b>Identification &amp; Notification of Pre-approved Venues</b> –             <ol style="list-style-type: none"> <li>a. <b>M/o Sports</b></li> <li>b. <b>M/o Culture</b></li> <li>c. <b>State Governments</b></li> </ol> </li> </ol> <p><b>(30 Nov)</b></p> <ol style="list-style-type: none"> <li>3. <b>Pre-approved venue model for ASI monuments</b> - General Secretary, EEMA from the Strategy Draft.</li> </ol> <p><b>(15 Nov)</b></p>
<p>5</p>	<p><b>Model Policy for Greenfield Venue Development</b></p>	<ol style="list-style-type: none"> <li>1. An approach on the venue development policy was prepared and shared by Shri Sabbas Joseph, Wizcraft, which is attached in <b>Annexure III</b>.</li> <li>2. Draft of the Model policy for Greenfield Venue Development to be prepared and shared for consultation with the stakeholders.</li> </ol>	<p>Shri Sabbas Joseph, Wizcraft - draft model greenfield venue policy</p> <p><b>(15 Nov)</b></p>
<p>6</p>	<p><b>Streamlining Music Licensing for live events</b></p>	<ol style="list-style-type: none"> <li>1. Constitute a Sub- Group having members from Music Industry for:             <ol style="list-style-type: none"> <li>i. Establish a common online process for music licensing, simplifying application and approvals by the stakeholders from IMI, PPL, IPRS, NOVEX, and others. DPIIT to coordinate.</li> <li>ii. Rationalization of the tariff structure.</li> </ol> </li> </ol>	<p>Online portal for Music licencing – IMI &amp; licencing stakeholders</p> <p><b>(15 Nov)</b></p> <p>Rationalization of the tariff structure - Ms. Simrat Kaur, Director, DPIIT along with key music licencing stakeholders</p> <p><b>(31 Dec)</b></p>

7	<b>Rates of the Sports Venues of SAI</b>	<ol style="list-style-type: none"> <li>1. In the 1<sup>st</sup> meeting of the JWG, it was emphasized that sports venue rentals need to be rationalized to promote their wider use for live events and concerts. Following this, the Ministry of Youth Affairs &amp; Sports has already reduced the tariff rates of venues under the SAI to make them more accessible to event organizers.</li> <li>2. However, it was noted that these rates still remain higher than comparable international venues. The Group therefore recommended that further rationalization and flexible pricing models be explored to make India globally competitive and to optimize utilization of existing sports infrastructure for large-scale cultural and entertainment events.</li> <li>3. Further, the Group raised concerns regarding the upkeep and maintenance of facilities at several sports venues, highlighting the need to ensure that the infrastructure, amenities, and safety systems remain in a ready-to-use condition.</li> </ol>	<p>Ministry of Youth Affairs &amp; Sports</p> <p><b>(15 Nov)</b></p> <p><b>DO Letter</b> - Member Secretary-JWG, Shri Brajesh Godra, DS, M/o I&amp;B</p> <p><b>(25 Oct)</b></p>
8	<b>Skilling, Certification &amp; Workforce Development</b>	<ol style="list-style-type: none"> <li>1. Develop a common industry-wide certification system for workforce skilling. This subject will be spearheaded by Shri. Deepak Choudhary - with EEMA &amp; Shri. Sabbas Joseph, supporting the process. MESC may be included in the group for support the same.</li> </ol>	<p>Common certification framework to be developed by Deepak Choudhary and Sabaas Joseph with EEMA's &amp; MESC support.</p> <p><b>(30 Nov)</b></p>
9	<b>Finance &amp; Access to Capital</b>	<ol style="list-style-type: none"> <li>1. Representation on the RBI issue of cap on foreign remittances for payments to international artists has been forwarded to the Dept. of</li> </ol>	<p>Follow up by MIB</p> <p>Ms. Damini Bhalla to lead from Industry</p>

		Economic Affairs. 2. A representation regarding official recognition of the live entertainment sector under MSME & creation of a specific NIC for the sector, ensuring better access to finance and recognition as an industry may be provided.	(15 Nov)
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5. The Chair emphasised to expedite the efforts for the development of single window portal for clearances & laying down of SOPs for pre-approved venues. He further emphasized that collaboration and structured coordination among stakeholders will be the key factors for the success of the Live Events/Concert Economy Industry in India, as the sector holds vast potential for economic growth, employment generation, and revenue mobilization.

The meeting ended with a vote of thanks to the Chair.

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**Encl.:**

1. **Annexure I: List of Participants**
2. **Annexure II: Presentation on Action taken on the decisions taken during the 1<sup>st</sup> JWG Meeting**
3. **Annexure III: Presentation on approach on the venue development policy**

S. No.	Industry Organisation	Name & Organisation
1	Ministry of Culture	Ms. Pallavi Holkar, Director
2	Ministry of Home Affairs	Shri R. D. Meena, Director
3	DPIIT	Ms. Simrat kaur, Director-IPR
4	Department of Industry and Commerce, Govt. of Haryana	Shri Nitin Bansal, Chief Technology Officer
5	Ministry of Skill Development and Entrepreneurship	COL Vikram Singh Bhati, Director
6	Department of Financial Services	Ms. Pooja Sharma, Under Secretary
7	Department of Tourism	Shri Gyan Bhushan, Sr. Economic Advisor
8	Govt of Assam	Ms. Padmapani Bora C&S, IPR Department
9	Sports Authority of India	Shri Atul Kumar singh, Administrator
10	Ministry of DONER	Shri Dharamvir Jha, Statistical Advisor
11	Department of Tourism	Shri Sachin Jain, Assistant Director
12	Information Department U.P	Shri Rajinish Tomar, Senior Assistant
13	information Department U.P	Shri Kavindra Kumar, Senior Assistant
14	Sports Authority of India	Ms. Nidhin Jose Deputy Director
15	Department of Public Relations Karnataka	Shri Naveen C.R, Joint Director
16	Department of Financial Services	Shri Nikhil Bhardwaj, OSD
17	Industries and Commerce department	Ms. Garima rawat, Financial & Facilitation Expert
18	Industries and Commerce Govt of hariyana	Ms. Akshil Dharni, Public Policy Expert
20	Ministry of information and Broadcasting	Ms. Ritu Kataria, Assistant Director
21	Ministry of information and Broadcasting	Shri Gaurav Khare, Director
22	WIZCRAFT	Shri Sabbas joseph
23	EVA LIVE	Shri Deepak Chaudhary
24	Director BY ZOMATO	Ms. Damini Bhalla
25	BOOK MY SHOW	Shri Noel Curtis
26	EEMA	Shri Ankur Kalra Genral Secretaty
27	FICCI	Ms. Garima Singh
28	CII	Ms. ADITI
29	CII	Ms. Priyel
30	CII	Ms. Neetu Sikka Deputy director
31	RMPL Recorded music proformance ltd	Shri Ashish R DIXIT, Director
32	I.P.R.S	Shri RAKSHIT Talwar
33	U.P State Information Department, UP	Shri Sunil Kumar Kanaujia

34 Govt of Maharashtra  
35 Novex Communications  
36 Novex Communications  
37 NFDC/ ICH  
38 District By Zomato  
39 Book My Show

Ms. Manisha Pingale Deputy Director, Information Centre  
Shri ANIKET  
Shri Trivikram Thakore Consultant  
Jayant Sharma  
Kunal khanbuti, COO  
Anil Makija, CEO

# 2<sup>nd</sup> JWG Meeting on Promotion of Live Event Industry

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MINISTRY OF INFORMATION & BROADCASTING

16<sup>TH</sup> OCTOBER 2025

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# Formation of Joint Working Group (JWG) for Live Event Industry

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## **JWG Constituted – 30<sup>th</sup> July, 2025**

- **Chairperson:** Secretary, Ministry of I&B
- **Government Representatives:**
  - Joint Secretaries from Ministries
  - State Government officials

## **Industry Representatives:**

- EEMA, FICCI, CII, ILEA,
- Book My Show, Wizcraft, Saregama, District by Zomato
- Indian Performing Right Society (IPRS), Phonographic Performance LTD. (PPL), Recorded Music Performance LTD. (RMPL), Indian Music Industry (IMI) Trust

# Objectives of JWG

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Develop a **structured framework** for growth of India's live events industry

Facilitate **ease of doing business**.

Promote India as a **global hub** for live events and concerts

Ensure inter-ministerial and industry **collaboration**

Development of **Policy, Infrastructure, Skill & Global Promotions**

*1st JWG meeting held on 26 Aug 2025*

# 1. Addition of Members in JWG

Action to be taken	Action by / Timeline	Updated Status
<p>Inclusion of new members/ representative in JWG from:</p> <p><b>Government of India:</b></p> <ul style="list-style-type: none"> <li>M/o Home Affairs, D/O Revenue (MoF)</li> <li>M/o Tourism, M/oDoNER</li> </ul> <p><b>State Governments :</b></p> <ul style="list-style-type: none"> <li>i. State Government of Haryana, Tamil Nadu, Assam &amp; West Bengal</li> </ul> <p><b>Organization/Industry:</b></p> <ul style="list-style-type: none"> <li>i. Board of Control for Cricket in India (BCCI)</li> <li>ii. AIFF (All India Football Federation)</li> <li>iii. HI (Hockey India)</li> <li>iv. ILMC (International Live Music Conference (ILMC)),</li> <li>v. Sh. Tarsame Mittal, (Manages shows for singers)</li> </ul>	<p><i>Member Secretary- JWG.</i>  <i>(Shri Brajesh Godra, DS, M/o I&amp;B ) /10 days</i></p>	<p><b>1. The new members have been incorporated on 18.09.25.</b></p> <p><b>2. Nominations received from:</b></p> <ul style="list-style-type: none"> <li>• M/o Home Affairs</li> <li>• M/o Tourism</li> <li>• D/o Revenue (MoF)</li> <li>• Govt. of Haryana</li> <li>• Hockey India</li> </ul> <p><b>3. Nominations awaited:</b></p> <ul style="list-style-type: none"> <li>• M/o DoNER</li> <li>• BCCI</li> <li>• AIFF</li> <li>• ILMC</li> </ul>

## 2. Rationalisation of Clearances & SoP for Single Window Clearances Portal

Action to be taken	Action by / Timeline	Updated Status
<ul style="list-style-type: none"> <li>▪ To prepare a draft list of clearances and recommended SoP for the Live Events venues</li> <li>▪ To point out necessary and redundant permissions for Live Events</li> <li>▪ Oversee the Single window portal Development on ICH and its implementation</li> </ul>	<p><i>Committee of BookMyShow –Shri Anil Makhija, Ms. Damini Bhalla, Head of Regulatory and Policy, District by Zomato, EMMA – Sh. Ankur Kalra. (10 days)</i></p> <p><i>Development of Single Window Portal oICH- MD/NFDC &amp;Head/ICH Portal (by 15 October)</i></p>	<p><b>Single window portal Development</b></p> <ol style="list-style-type: none"> <li>1. Draft list of clearances prepared by Committee and given to ICH.</li> <li>2. Framework of the portal prepared by BookMyShow IT team and given to ICH.</li> <li>3. Step by Step process given along with details and attributes of each of the step prepared and shared with ICH.</li> <li>4. EEMA team is in touch with ICH Team and to have the portal ready by Oct end.</li> </ol> <p><b>Identification of Licensing and Permissions Bottlenecks &amp; Disparities – Prepared by the Committee: to be provided to the states</b></p>

# Global Best Practices & Key Facilitation Measures

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**UK:** *Single Premises Licence* covering alcohol, entertainment, and refreshment; *Temporary Event Notices* for small events. → *Model for simplified composite licensing & short-duration exemptions.*

**Abu Dhabi:** *TAMM* digital portal integrates all event permits; 3-day approval SLA + urgent service option. → *Replicate digital tracking & fixed timelines.*

**Singapore:** *GoBusiness Portal* offers e-Advisers guiding organisers through required licences. → *Adopt advisory wizard & transparent fee matrix.*

**Australia (NSW):** *Major Events Authority* coordinates all agencies with statutory powers. → *Nominate empowered state-level nodal authority.*

# Licensing disparities across states

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- 1. Single-window clearance system for obtaining event-related licensing across the country** should be developed and led by the Ministry of Information and Broadcasting.
  - 1. Comprehensive list of all requisite licences applicable to events should be published and maintained by state governments*
  - 2. All queries from government authorities should be raised via the single-window clearance system*
- 1. Pre-approve NOCs** (for Police, Traffic Police, Fire, Electrical Department, Municipal Corporation) **for selected venues** for a **standardized, pre-approved layout** is used for hosting the event.
- 2. Mandatory standard timelines** for granting licensing approvals:
  - (i) maximum 15 days from the time of application for approvals
  - (ii) maximum 5 days from the time of application to raise queries.
  - (iii) a fast-track provision for emergency approvals within 1-2 days for last-minute changes

# List of redundant licences/ Clearances

<b>Licence</b>	<b>Location</b>	<b>Authority</b>
<b>FRRO (Foreigners Regional Registration Office)</b>	Maharashtra	Home Department, Government of Maharashtra
<b>Pest NOC</b>	Maharashtra	BMC (Brihanmumbai Municipal Corporation)
<b>Show Tax NOC</b>	Maharashtra (Pune)	Pune Municipal Corporation
<b>Municipal slips for bars</b>	Maharashtra	BMC (Brihanmumbai Municipal Corporation)
<b>Solid Waste Management</b>	Maharashtra	BMC (Brihanmumbai Municipal Corporation) in Mumbai, Pune Municipal Corporation in Pune
<b>GST NOC</b>	Delhi	Department of Trade & Taxes
<b>MCD receipts for bars and food</b>	Delhi	Municipal Corporation of Delhi
<b>Entertainment Tax</b>	Madhya Pradesh (Indore), Tamil Nadu (Chennai)	Indore Municipal Corporation in Madhya Pradesh, Greater Chennai Corporation in Tamil Nadu
<b>Panchayat fees</b>	Karnataka (Bengaluru)	Rural Development and Panchayat Raj Department, Karnataka

# List of impractical or infeasible conditions in existing licences/ Clearances

Licence	Location	Reason/ Justification
Loudspeaker Permission	Maharashtra (Mumbai) / Local Police Station	Restriction on sound use between 10:00 PM–6:00 AM may be relaxed for closed, soundproof venues. Condition requiring prior police approval for sound placement changes is impractical for event setups.
Traffic Permission	Maharashtra (Mumbai) / Dy. Commissioner, Traffic Police	Requirement to install signages every 200 meters is operationally impractical.
Electricity NOC	Maharashtra (Mumbai) / Industries, Energy & Labour Dept.	“Temporary NOC” not accepted for main program, creating procedural ambiguity.
Foreign Artist Permission	Maharashtra (Mumbai) / Home Dept., Govt. of Maharashtra	“Concerned authority” not specified, leading to confusion in obtaining permission.
Alcohol Permission	Maharashtra (Mumbai) / Excise Dept., Govt. of Maharashtra	Limiting service to “valid permit holders” is impractical for large events.
Alcohol Permission	Maharashtra (Mumbai) / Excise Dept., Govt. of Maharashtra	Condition allowing only cash/cheque payments ignores digital modes like UPI or cards.
Panchayat NOC	Karnataka (Bengaluru) / Gram Panchayat	Ban on laser lights falls outside Panchayat’s jurisdiction and should be regulated by Police/DGCA.

# Uniform list of licences / Common Application Form

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(i) Municipal Corporation NOC

(ii) Traffic NOC

(iii) Fire NOC

(iv) FSSAI Licence

(v) Electrical NOC

(vi) **Excise Licence** (in case liquor is being served at the event)

(vii) **ASI permission** (in case events are organised near or within ASI-protected monuments)

(viii) **Drone permission**, including – number and type of drones, pilot licence (in case of use of drone usage at the event)

(ix) **Police NOC** (including concert lighting and SFX permission)

(x) **Airport authority permission** (in case of use of drone usage and lighting/SFX at events organised near airports)

# Financial & Operational Rationalisation

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- **Composite Licence Fee** covering all clearances via the portal.
- Remove municipal-level entertainment taxes → subsumed under GST.
- Implement **single joint inspection** led by State Police.
- Standardise **excise licence** at ₹15,000 per event per day ; integrate with portal.
- Uniform **alcohol service till 2 AM** and uniform **drinking age 18 years** nationwide.

# Steps required for Operational Ease

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- Tiered fire-safety norms based on event size.
- **FSSAI** to allow temporary stalls using existing licences.
- **Drone & SFX permissions** integrated into the portal ; standard DGCA workflow.
- **Customs facilitation cell** for international artists & equipment → 24 hr fast-track clearance + green channels.

### 3. Streamlining Music Licensing for live events

Action to be taken	Action by / Timeline	Updated Status
<p>Constitute a Sub- Group having members from Music Industry for:</p> <p>Establish a common online process for music licensing, simplifying application and approvals by the stakeholders from IMI, PPL, IPRS, NOVEX, and others, to obtain music licenses in a transparent manner. DPIIT to coordinate.</p> <p>ii. Rationalization of the tariff structure to establish a fair, transparent, and implementable framework for music licensing in the live events sector.</p>	<p><i>Ms. Simrat Kaur, Director, DPIIT along with key music licensing stakeholders (3 months)</i></p>	<ol style="list-style-type: none"><li>1. Mr. Blaise Fernandes, IMI informed that they are launching the project on 15.11.2025 in collaboration with DPIIT.</li><li>2. DPIIT has to engage with licensing association for tariff rationalization.</li></ol>

## 4. Venue Development

Action to be taken	Action by / Timeline	Updated Status
<p>States to adopt policies for enabling Development Greenfield Venues in the States</p> <p>Formulation of a comprehensive policy to facilitate access to ASI-protected monuments for hosting live events, along with a standardized SOP to ensure preservation, security, and smooth conduct of such events.</p> <p>Sports venue pricing should be rationalized, and policies should be streamlined to promote their use for live events.</p>	<p><i>Shri Sabbas Joseph to draft model greenfield venue policy (15 Days)</i></p> <p><i>EEMA General Secretary to share ASI monuments draft policy (15 days)</i></p> <p><i>Ministry of Sports &amp; Youth Affairs</i></p>	<p>1. EEMA has informed that Draft Model Greenfield venue policy is under progress with E&amp;Y. They will share the draft strategy on 16.10.2025.</p> <p><b><i>(Presentation by Shri Sabbas Joseph)</i></b></p> <p>1. Ministry of sports (SAI) has revised tariff for SAI for non sports events (20 % reduction) .</p> <p>2. Draft for heritage monuments has been prepared by EEMA and the same has been given to ASI for consideration.</p> <p>3. Rationalizing and SoPs for the existing venues</p>

# 5. Skilling, Certification & Workforce Development

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Action to be taken	Action by / Timeline	Updated Status
<p>Develop a common industry-wide certification system for workforce skilling. This subject will be spearheaded by Shri. Deepak Choudhary - with EEMA &amp; Shri. Sabbas Joseph, supporting the process.</p> <p>Live Events certification to be taken up by IICT.</p>	<p><i>Common certification framework to be developed by Deepak Choudhary and SJ with EEMA's support. (1 month)</i></p> <p><i>CEO/IICT (1 month)</i></p>	<ol style="list-style-type: none"><li>1. EEMA stated that the work is in progress in discussion with Media &amp; Entertainment Skill Council.</li><li>2. IICT is to take up Certification for Live Event professional.</li><li>3. Feedback of MSDE</li></ol>

# 6. Finance & Access to Capital

Action to be taken	Action by/ Timeline	Updated Status
<p>Constitute a sub- group having members from MSME, District by Zomato, EEMA and other industry representatives for following:</p> <p>to point out matters related to Financial support mechanisms for the live events sector</p> <p>GST rebates - EEMA to submit this representation on behalf of the industry to reduce GST from 18% to 5%.</p> <p>RBI issue of cap on foreign remittances for payments to international artists. Representation to be submitted.</p> <p>Official recognition of the live entertainment sector under MSME &amp; creation of a specific NIC for the sector, ensuring better access to finance and recognition as an industry</p>	<p><i>Shri Vinod Kumar, Director, DFS</i></p> <p><i>Ms. Damini Bhalla to lead from Industry (1 month)</i></p>	<ol style="list-style-type: none"> <li>1. EEMA has informed that deliberations are on with MSMEs and KPMG for preparing the issues related to escalating GST rates or other financial matters.</li> <li>2. Representation received regarding capping on foreign remittances for payments to international artists, which has been referred to the FEMA division of D/o Economic Affairs.</li> <li>3. MSME recognition are being taken up by the ministry - MSME</li> </ol>

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Thank You



# Venue Development Policy

A comprehensive PPP framework for entertainment, sports and event infrastructure across India's Metros and Growth Cities





# The Opportunity Ahead

## Growing Demand

Mega entertainment concerts, sporting championships, spiritual gatherings and exhibitions driving unprecedented venue requirements

## Infrastructure Gap

Limited world-class venues across metros and the Growth Cities (tier-2 and tier-3 cities) creating bottleneck for India's event economy

# Policy Objective

## PPP-Driven Development

Sustainable public-private partnerships for world-class venues

## Economic Growth

Catalyze local economies through event-driven revenue streams

## Community Enrichment

Cultural development and inclusive access for all citizens

# Venue Categories

## Sporting Venues

- Cricket stadiums
- Multi-sport complexes
- Indoor arenas

## Entertainment Venues

- Concert halls
- Multipurpose arenas
- Amphitheaters

## Exhibitions & Events

- Convention centers
- Spiritual event spaces
- Expo grounds



# Strategic Principles



## Modular Infrastructure

Reduce downtime between events through flexible, adaptable design for maximum utilization and quick turnaround



## Multi-Purpose Design

Support sports, entertainment, exhibitions while protecting venue surfaces and core infrastructure



## Environmental Sustainability

Responsible land use, green building practices, renewable energy integration across all developments



## Smart Urban Planning

Identify land on city outskirts to expand urban geography and ease traffic congestion strategically



## Institutional Framework



### **Venue Development Authority (VDA)**

Dedicated body for project sanctioning, oversight, and management



### **PPP Cell**

Specialized unit for assessment, decision-making and partnership facilitation



### **Multi-Agency Collaboration**

Coordination with urban planning, environmental bodies, security, financial institutions

# Development Incentives



## Land Allocation

Concessional rates or long-term lease arrangements



## Financial Support

Subsidies, tax rebates, viability gap funding



## Time-Bound Approvals

Streamlined permissions with prescribed timelines



## Infrastructure Access

Utilities, transportation, communication support

# Proven Success: Multiplex Development Models

## Existing Policy Framework

- Punjab: GST reimbursement scheme for multiplex halls
- Uttarakhand Film Policy 2024: Infrastructure incentives
- Maharashtra: Tax benefits and streamlined approvals
- Delhi Film Policy 2021: Cinema ecosystem support

**Investment thresholds for multiplex screens:** ₹3 crore (metros),  
₹2 crore (tier-2 cities)



# PPP Model Framework

01

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## Model Selection

BOT, DBFO, CBMO, or Joint Venture based on project requirements

02

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## Define Responsibilities

Clear roles, revenue-sharing mechanisms, and fee structures

03

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## Sustainability Clauses

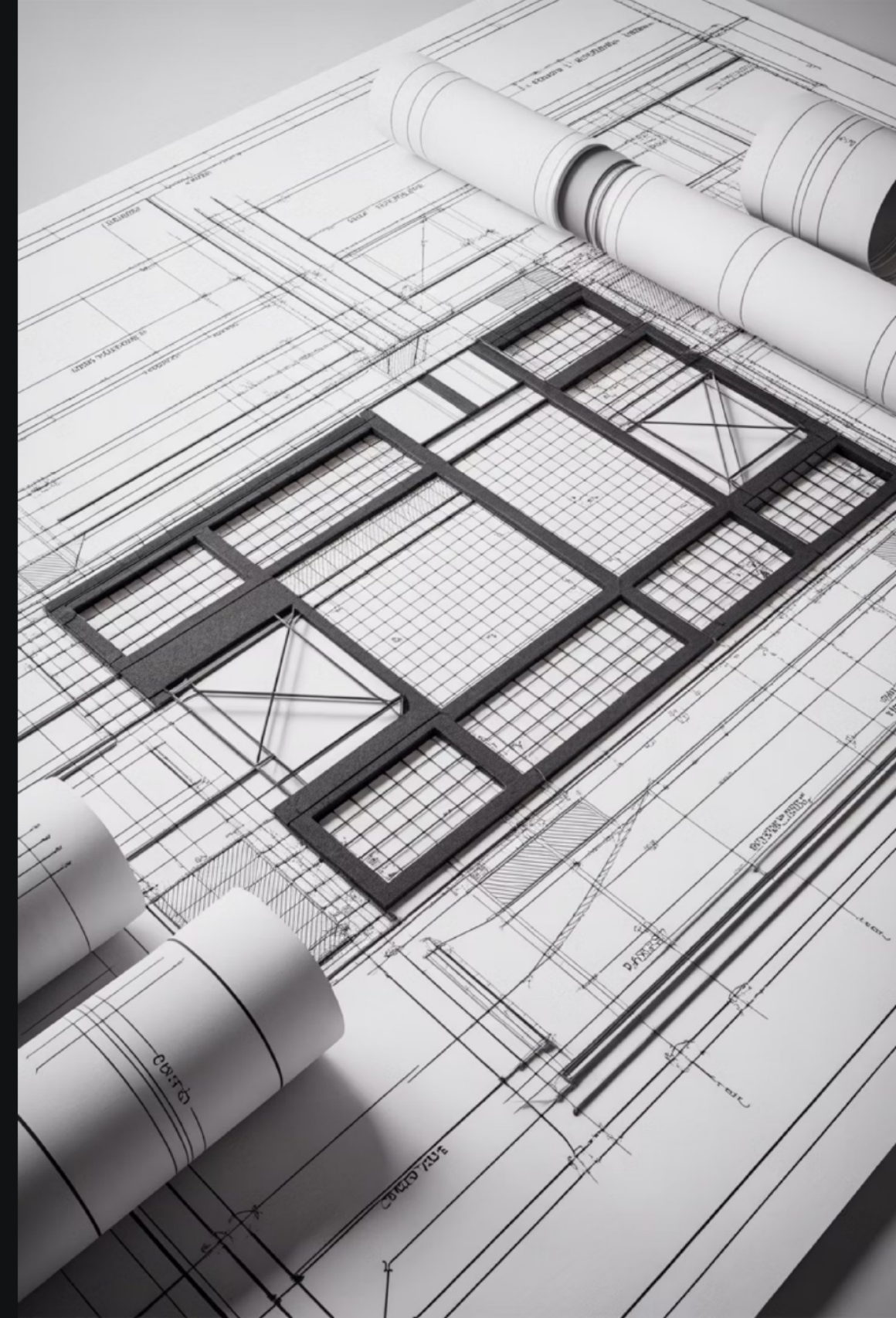
Incorporate social and environmental commitments

04

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## Risk Mitigation

Government support for entrepreneurship and shared risk management



# Design Excellence

International standards meet local innovation

## Safety & Accessibility

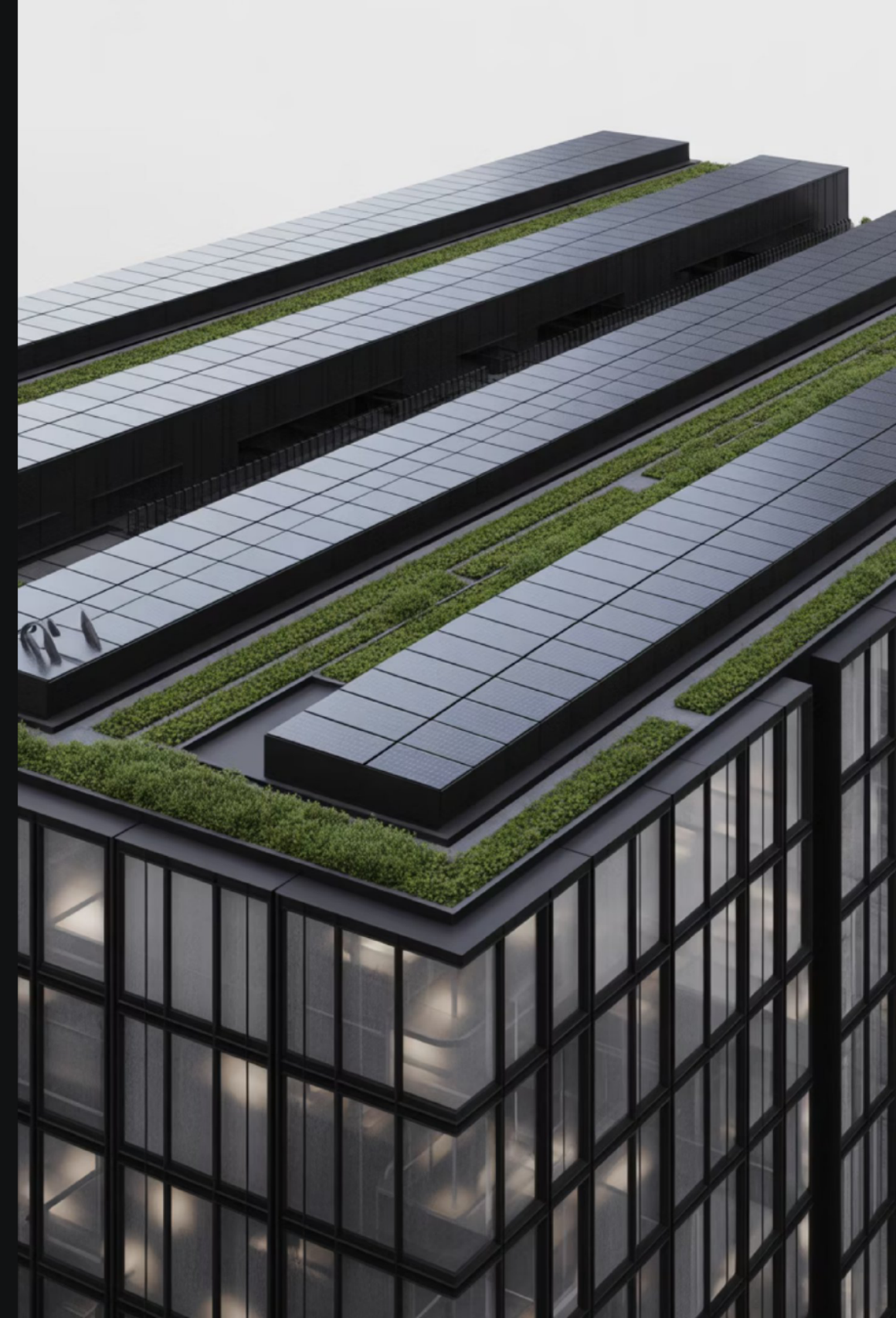
Compliance with global benchmarks for all users including differently-abled persons

## Flexible Design

Multi-purpose spaces adaptable for diverse event types

## Eco-Friendly Construction

Innovative, sustainable building practices and materials



# Regulatory & Legal Framework

## Model Agreements

Comprehensive concession agreements  
for operations and revenue

## Transparent Bidding

Competitive, fair selection processes

1

2

3

4

## Compliance

Urban development, environmental,  
safety regulations

## Dispute Resolution

Clear mechanisms for conflict management

# Operational Excellence



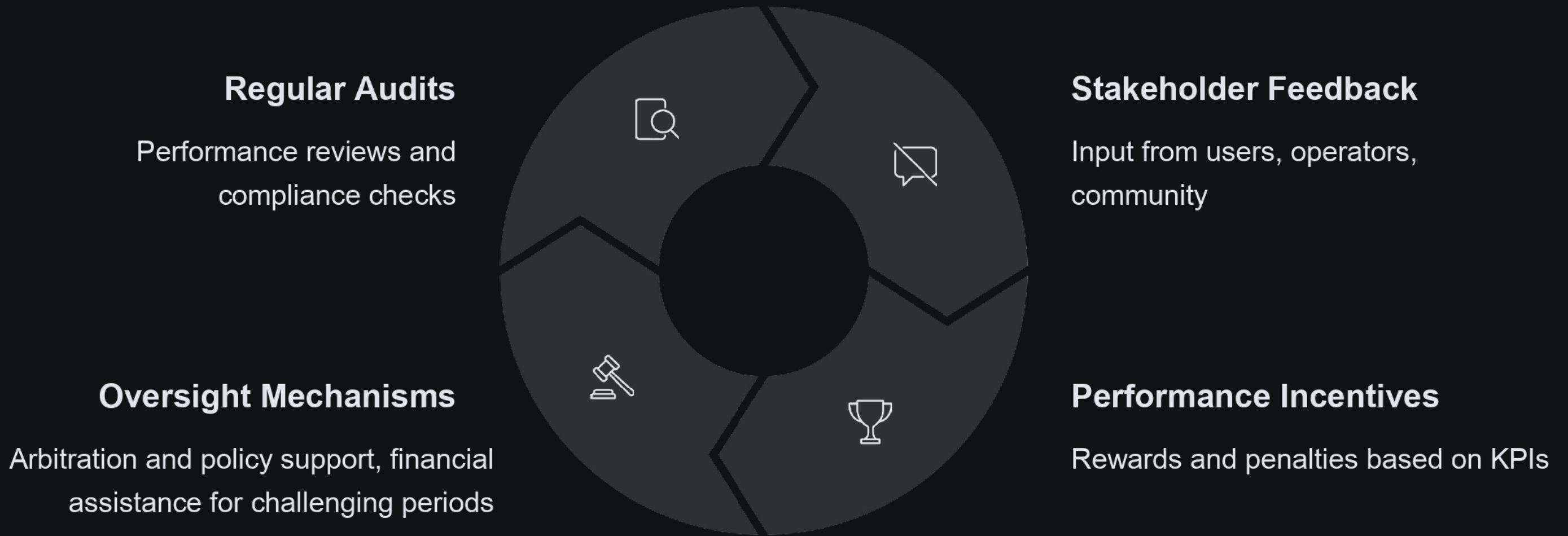
## Professional Management

- Customer experience focus
- KPI-driven performance metrics
- Maintenance standards
- Local employment and capacity building

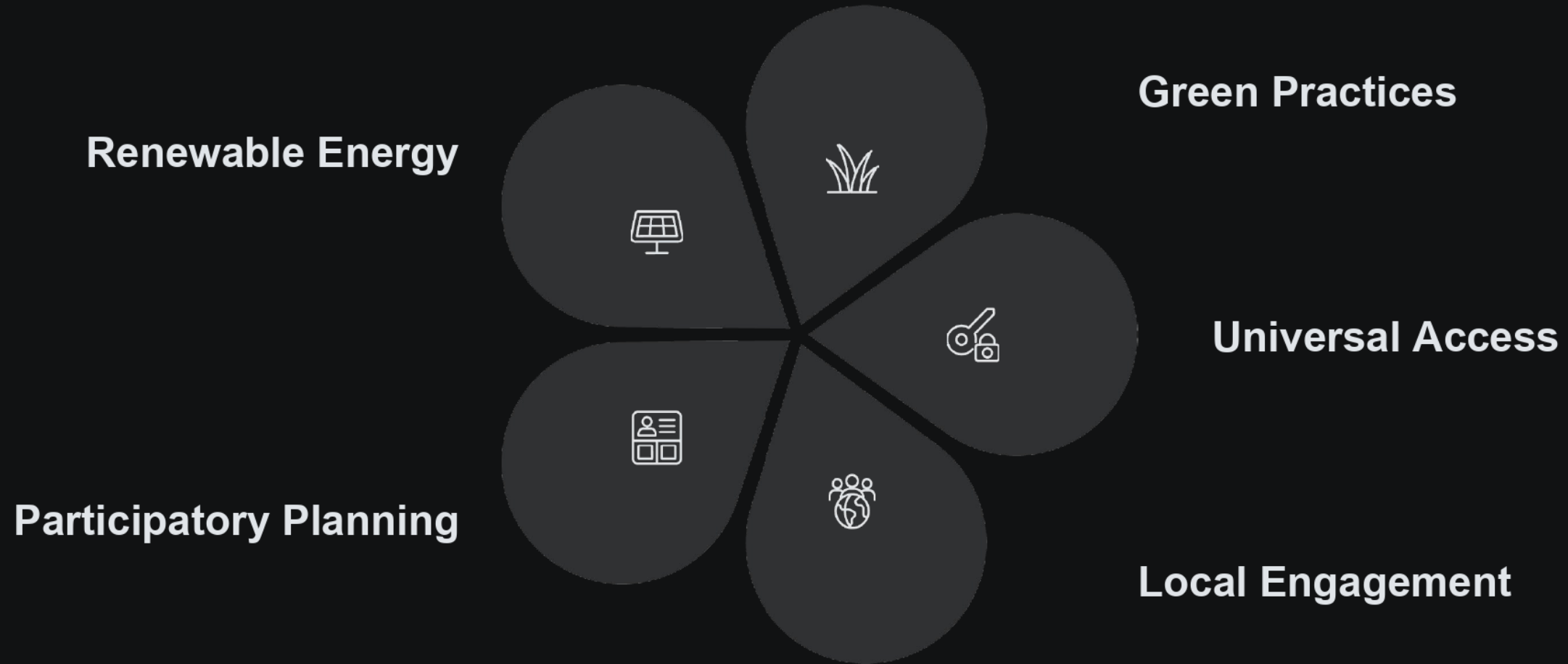


**Goal:** Create sustainable employment while delivering world-class experiences

# Monitoring & Evaluation



# Community & Environmental Commitments



# Implementation Roadmap





# Land Allocation Models

## Long-Term Lease

30-99 year leases  
at concessional  
rates  
Flexible with  
government  
oversight

## Purchase Options

Outright land  
purchase for large-  
scale  
developments  
Greater private  
control promoting  
entrepreneurship

## Pay-As-You-Use

Revenue-sharing  
based on event  
income  
  
Lower upfront  
investment



Common model framework needed across states for consistency and predictability

# Financial Viability

**₹100Cr**

**Minimum Investment**

Tier-2 to metro thresholds

**15-20%**

**Expected ROI**

With incentive support

**10-15yrs**

**Payback Period**

Multi-purpose utilization

Viability gap funding and tax incentives ensure long-term sustainability and attract quality private investment



# Crisis Management & Resilience

## Oversight Team Activation

Arbitration mechanisms for Covid-like scenarios, natural disasters, legal challenges

## Force Majeure Provisions

Defined roles and revenue adjustments during extraordinary circumstances

## Learning from Karnataka

Address legal challenges proactively through clear contractual frameworks without passing govt's responsibility to the event owner/manager

# International Best Practices



## Drawing Global Insights

- Singapore's Sports Hub model
- UK's stadium PPP frameworks
- Australia's event venue strategies
- UAE's entertainment infrastructure

Adapt proven international approaches to Indian context while respecting local regulations and cultural nuances

# Singapore Sports Hub: Economic Catalyst

- \$1.87 billion investment in greenfield PPP development
- Created 4,000+ direct and indirect jobs
- Generates \$300+ million annually in economic activity
- Hosts 2.5 million visitors yearly across multiple venues
- 35-year concession period with private operator
- Multi-purpose design: 55,000-seat stadium, indoor arena, aquatic center
- Transformed Kallang area into sports and entertainment district
- Revenue streams: naming rights, hospitality, retail, events



# London Olympic Park: Urban Regeneration Success

- £11 billion investment in East London transformation
- Regenerated one of London's most deprived areas
- Created 42,000 jobs during construction and operations
- Increased local property values by 35% post-Games
- Generates £2.8 billion annually in economic benefits
- Queen Elizabeth Olympic Park now hosts 6+ million visitors yearly
- Legacy venues: London Stadium, Aquatics Centre, Velodrome
- Mixed-use development: residential, commercial, educational
- Catalyst for Stratford's emergence as major business district



# Perth Stadium: PPP Excellence in Australia

- \$1.6 billion PPP project (Optus Stadium)
- Created 4,500 construction jobs and 1,000+ permanent jobs
- Generates \$2.6 billion economic impact over 25 years
- Increased Western Australia tourism by 15%
- 60,000-seat multi-purpose venue opened in 2018
- 25-year operations and maintenance contract
- Hosts AFL, cricket, soccer, concerts, major events
- Integrated transport hub with dedicated stadium station
- Catalyst for Burswood Peninsula development
- Award-winning sustainable design and operations






# Thailand Tomorrowland: Music Festival Economic Engine

- \$62 million (2.1 billion baht) government investment for 5-year hosting rights
- Expected 21 billion baht economic impact over 5 years (2026-2030)
- First Asian country to secure Tomorrowland hosting rights
- Projected 1 million tourists and attendees over 5 years
- Venue: Wisdom Valley, Pattaya, Chonburi province
- Private investment-led with government infrastructure support
- Catalyst for Thailand's entertainment hub ambitions
- Projected 12 billion baht revenue attracting 922,500+ visitors
- Positioning Thailand as premier music festival destination in Asia

# UAE Dubai: Entertainment Infrastructure Powerhouse

- Tourism contributes 11.5% to Dubai's GDP (billions in revenue)
- 14.36 million international visitors in 2022 to population of 3.5 million
- Leisure and entertainment sector expanding at 9.7% CAGR through 2027
- Major venues: Dubai Arena, Expo City Dubai, multiple world-class facilities
- Integrated entertainment districts with hotels, retail, dining
- Government-private partnerships driving venue development
- Created thousands of jobs across hospitality and entertainment sectors
- Iconic attractions: Burj Khalifa, Palm Jumeirah as tourism magnets
- Strategic diversification from oil-dependent economy
- Model for entertainment-driven economic transformation





# Malaysia: Concert Economy and Venue Development

- 450 concerts projected for 2025, generating RM1.7 billion (\$360M USD) economic impact
- Steep rise from 104 concerts in 2022 to 450 in 2025
- Kuala Lumpur Convention Centre secured 6 major conferences for 2026-2027
- Expected 6,000+ delegates generating RM77.5 million in visitor spending
- Government backing sector with venue infrastructure and financial incentives
- Major international acts: Coldplay, Blackpink, G-Dragon, Jacky Cheung
- Strategic positioning as Southeast Asia's live entertainment hub
- New AFC Stadium in Putrajaya with FIFA Forward program financing
- Multi-sector benefits: hospitality, transportation, retail, employment
- Alignment with Malaysia's New Industrial Master Plan 2030



## Vision Forward

A collaborative ecosystem where government supports & enables while private sector delivers, creating world-class venues that drive economic growth, cultural vibrancy and community pride across India's cities

### **Sustainable Development**

Economically viable,  
environmentally responsible,  
socially inclusive

### **Industry Growth**

Entertainment, sports, exhibition,  
and event sectors flourishing  
nationwide

### **Next Steps**

Develop state-specific policies  
drawing from multiplex success  
and international examples



# India's Live Events Market Potential

## Population & Income

1.4 billion population with growing disposable income

## Cultural Landscape

Diverse cultural landscape: Bollywood, classical music, spiritual events as unique global attractions

## Urban Development

50+ metro and tier-2 cities ready for development

## Infrastructure Leverage

Existing multiplex success model to scale up

# Economic Impact & Job Creation


- ₹50,000+ crore annual revenue potential from live events sector
- 500,000+ direct and indirect employment opportunities
- Tourism multiplier effect boosting hospitality, retail, transportation
- Technology integration: digital ticketing, smart venue management
- Compete with Singapore, Dubai, Kuala Lumpur, Thailand as Asia's entertainment capital



# Path to Entertainment Superpower

Key Success Factors:

- Unified national policy framework across states
- Fast-track approvals and single-window clearances
- Private sector partnerships with risk-sharing mechanisms
- World-class infrastructure with Indian cultural identity
- Education programs to educate and skilled professional for the entertainment economy
- Sustainable and inclusive development approach



Let's Transform India into  
Asia's premier live events  
destination through strategic  
PPP-driven venue development