



Local Government Night-Time Economy Toolkit

Part A

December 2023



Acknowledgement of Country

The NSW Government acknowledges the Aboriginal and Torres Strait Islander people across the State and their continued connection to their lands, waters, and culture. We respect Elders past and present and the roles that first nations artists play in contributing to their culture.

Contents

Welcome to the Local Government Night-Time Economy Toolkit	4
Message from the 24-Hour Economy Commissioner	5
1 Introduction	6
How to use the toolkit	7
Purpose of the toolkit	8
Benefits of using the toolkit	9
What is the night-time economy?	10
Why the night-time economy is important	11
Benefits of the night-time economy	12
Prioritising the night-time economy	13
2 Maturity and capability framework	14
3 Diagnostic tool	18
Assessing the maturity of your night-time economy	19
How to map your maturity level?	20
Interpreting the results	26
Where are you now?	27
4 Your vision and goals	28
Setting a vision for your night-time economy	30
Aligning your goals to the framework	31
5 Your night-time economy journey	32
Governance overview	34
Strategy overview	35
Place overview	36
Data overview	37
Monitoring your night-time economy	38
Acknowledgements	39

The toolkit is divided into two parts. The first part introduces the toolkit and outlines how to use it. It includes the maturity and capability framework and the diagnostic self-assessment tool. The second part provides targeted guidance for accelerating your night-time economy. Once you have completed the diagnostic self-assessment tool, you will be able to locate the volume of the Implementation Guide relevant to your stage of development.

Each volume in the Implementation Guide corresponds to a different level of the framework, detailing specific actions you can take in line with that particular stage of maturity.

Welcome to the Local Government Night-Time Economy Toolkit

Local councils are integral to the development of the night-time economy, shaping our cities into vibrant and inclusive destinations.

More than anyone else, you know your local communities, their passions and priorities. You understand the implications of regulatory controls and can leverage relationships with local businesses. You know how particular precincts can evolve into thriving night-time economy hubs to create compelling propositions for residents and visitors.

We're here to help you achieve outcomes that fit the character and strengths of the places you manage.

We developed this toolkit to help you activate and accelerate your night-time economy. Taking a methodical, evidence-based approach, it provides a structure for you to translate local knowledge into context-specific actions and activities.

Based on the experience of industry and government leaders across Sydney, the toolkit provides you with the tools and guidance you need to plan, develop and advocate for the night-time economy in your local area.

Message from the 24-Hour Economy Commissioner

Since the inception of the Office of the 24-Hour Economy Commissioner in 2021, local councils have been a key partner in our work. By collaborating with councils and communities across NSW, we aspire to highlight the many amazing patchwork of districts that help to create vibrant nightlife across our cities and state.

My Office is committed to renewed focus on building vibrant night-time economies across NSW. We are refreshing the 24-Hour Economy Strategy, and will be expanding the reach of our remit outside of Greater Sydney.

Since the pandemic, we have seen the clear signs of recovery in the night-time economy, with the number of core night-time economy businesses continuing to grow, and sales and revenue from these, back to above pre-pandemic levels.

We are also seeing a diversification of our night-time economy in terms of both offering and geography. Non-alcohol driven night-time experiences, from Vivid in the Sydney CBD to Ramadan Nights in Lakemba, are catering to the demands of an increasingly diverse audience.

Our night-time economy continues to de-centralise, as working from home and strong population growth in the outer suburbs, fuels demand for more localised experiences. In the last year, the highest rates of new core night-time economy businesses have been seen in Western Sydney. Programs delivered through the Office of 24-Hour Economy Commissioner, such as Purple Flag and Uptown, aim to support 'going-out' districts across Greater Sydney to offer thriving and safe night-time experiences that tap into this growing demand.

New vibrancy legislation has also been passed to streamline regulation and put in place the incentives to support night-time economies across NSW.

Local government has a critical role to play in this process. As the tier of government that best knows the needs of its resident and business communities, you are uniquely placed to take up these new levers to grow and manage your local night-time economy.

The Toolkit has been developed in partnership with the local government sector, to support you to assess the current state of your night-time economy and capacity to enhance it. It sets out advice and tools that are available to you to take a night-time economy to the next level, in a way that reflects the needs of your community and your unique environment. Through sharing best practice case studies, we hope to inspire and bring all councils together on their journey towards building vibrant night-time economies.

I encourage you to see how this toolkit can help your council in supporting its night-time economy and reach out to my Office at 24hour@enterprise.nsw.gov.au to discuss how we can best assist you on your journey.



Michael Rodrigues
24-Hour Economy Commissioner

1 Introduction



Sydney Gay and Lesbian Mardi Gras 2023 Credit: Destination Sydney

How to use the toolkit

Who is this toolkit for?



This is the Framework, relevant for all councils at all levels.



Council officers and executive roles involved in your night-time economy, including staff representing:

- Cultural Strategy
- Business Relations
- Economic Development
- Events and Activations
- Planning
- Compliance and Regulation

1. **Use the diagnostic tool** to assess the maturity of your local night-time economy.
2. **Set your vision** for your night-time economy and your aspirations.
3. **Follow the actions** in the Implementation Guide, adapting the guidance to your local area and key stakeholders.



Tools

Developed to help you complete specific actions



Tips

Guidance for specific actions based on the experience of others



Enablers

NSW Government programs and policies that can support your local efforts



Case studies

Learnings from local and international cities and their night-time economies

Purpose of the toolkit

The toolkit has two key purposes:

Supporting councils to develop their night-time economies

Building the capability of councils to manage their night-time economies.

In this we acknowledge that your night-time economy has a unique context and character, influenced by local strengths and limitations. Every council is different. Your vision for after-dark activity in your area will be different to that of other councils and precincts.

That is why the toolkit does not offer a one-size-fits-all approach. Rather, it provides a structured, cyclical approach to developing your night-time economy, encouraging you to work creatively with your stakeholders to achieve your vision.

The maturity and capability framework provides a structure for measuring, benchmarking and tracking the growth of your night-time economy. The Implementation Guide provides action items targeted at progressing your night-time economy and improving your organisational capability. At an individual level, adapting and completing these tasks will enhance your ability to manage your night-time economy.

1. Assess

Use the diagnostic tool to assess where you are in your night-time economy journey.

2. Locate

Find the Implementation Guide volume corresponding to your maturity level.

3. Adapt

Contextualise the recommended actions for your area and key stakeholders.

4. Implement

Put actions and initiatives into practice.

5. Monitor

Evaluate the impact of your activities and use the volume checklist to track your progress.

6. Progress

Reassess your position with the diagnostic tool, moving to the next level of maturity as appropriate.

Benefits of using the toolkit

- Identify your council's strengths and weaknesses around the night-time economy
- Create a clear plan for developing organisational capabilities
- Understand where to focus resources, funding and effort for maximum impact
- Implement tools and actions to help you manage your night-time economy
- Access insights, knowledge and case studies to inspire your own initiatives
- Grow a vibrant and successful night-time economy that fits your local goals and capacity

Increasing your night-time economy can deliver the following benefits:

Economy

Increased jobs and economic activity after 6:00pm

Culture

Supporting the growth of hospitality and the arts, achieving greater diversity in social and cultural activities

Revitalisation

Enhanced vibrancy and attractiveness of local places

Community

Improved opportunities for local community connection

Placemaking

Additional elements of place identity and destination promotion

Recreation

Attracting new visitors to enjoy local places, events and businesses

What is the night-time economy?

When we talk about the night-time economy and the 24-hour economy, we mean the full range of activities that take place – between 6:00pm and 6:00am.

Cities around the world divide the night into different periods, based on the way places and people's activities change throughout the night.

For our purposes, we divide the night into four distinct periods: early evening, evening, night-time and late night. When we refer to the night-time economy or night-time activity in the toolkit, we are referring to the businesses that service and thrive in one or more of these periods.

This follows the strategic approach of the Office of the 24-Hour Economy Commissioner

The NSW Government defines the night-time economy as 4 time periods:



Core businesses of the night-time economy

- Restaurants
- Cafes
- Pubs
- Bars
- Theatres
- Creative spaces
- Festivals
- Markets
- Live music venues

Non-core and supporting businesses of the night-time economy

- Transport providers
- Retailers
- Service industries
- Educational establishments
- Gyms
- Health providers



Your Street Your Party Credit: NSW Department of Enterprise, Investment and Trade.



Canned Fruit Credit Maja Baska

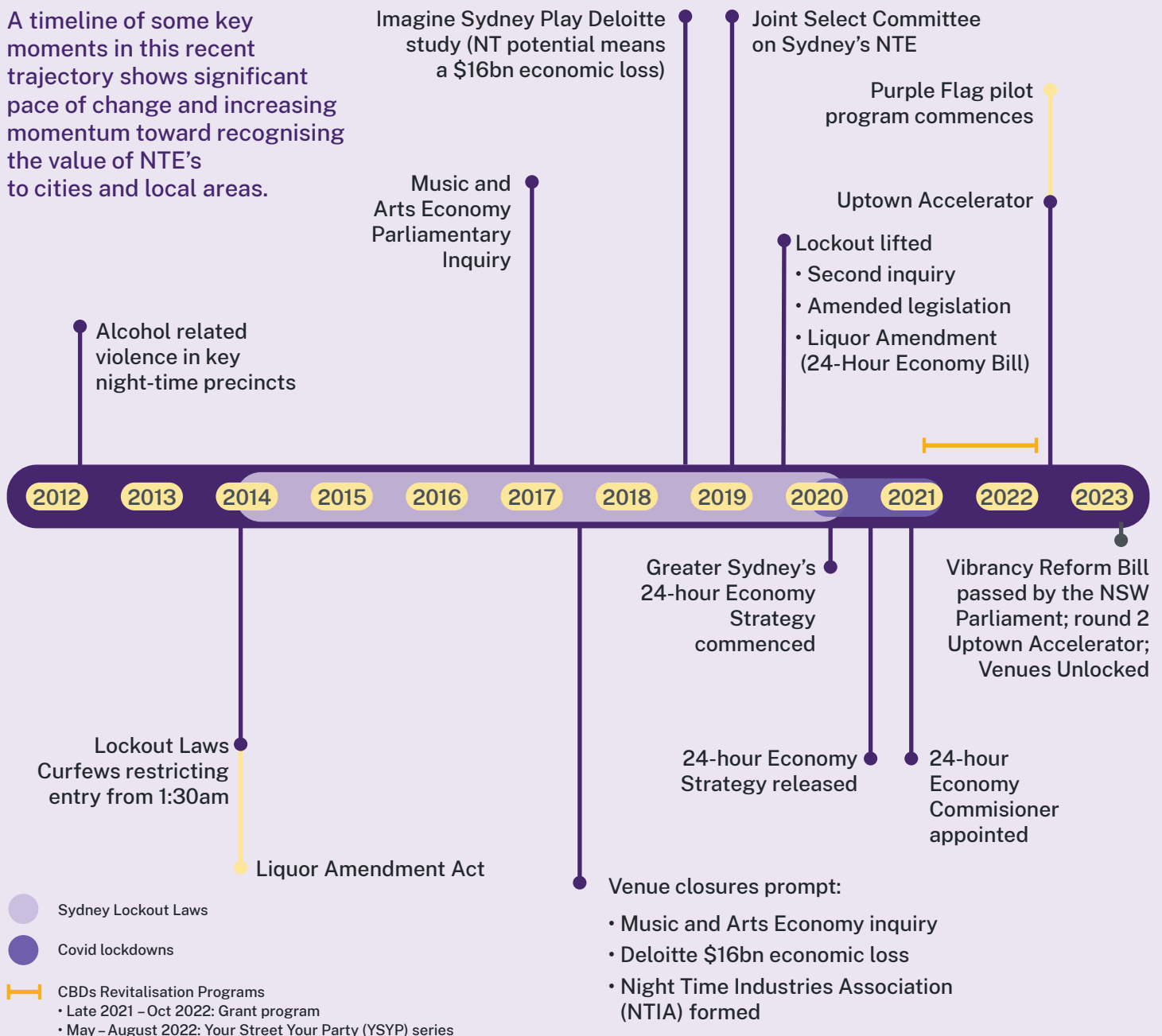
Why the night-time economy is important

Night-time activity provides significant benefits for local economies and the social life of our towns and cities.

In the 2021/22 financial year, the core night-time economy generated \$24.4b in sales turnover across Greater Sydney, which was 5% above pre-pandemic levels. There were 31,500 Core Night-Time Economy businesses recorded across Greater Sydney and has continued to increase, with fastest growth seen in Western Sydney. The sector employed more than 170,000 workers in the same period, which although an increase from year before, remains below pre-pandemic levels.¹

In addition to the economic contribution made by night-time economies, they also offer a diverse range of leisure activities, cultural events and urban amenity for residents, night-shift workers and visitors. These can enhance the sense of community and social cohesion of a place, giving people a sense of belonging and pride in the places they live, and promoting cultural exchange and creativity within your community.

A timeline of some key moments in this recent trajectory shows significant pace of change and increasing momentum toward recognising the value of NTE's to cities and local areas.



¹Ingenium, 2023

Benefits of the night-time economy

Understanding how your community and council will benefit from a thriving night-time economy is crucial in developing your communication and advocacy strategy.

Economy

Contributing revenue and jobs to local economies

Night-time economies represent significant proportions of economic turnover, jobs and businesses.² There are also strong connections with creative industries and the performance sector, and the visitor or tourism economy. By creating the conditions to attract investment, and give residents and visitors more opportunities to support local businesses, we can create even more jobs and help local economies to grow.

It is important to also recognise the economic contribution of night-shift workers across a range of industries (healthcare and logistics, as well as hospitality) which provide essential frontline services. Well-planned night-time economies can make the city more rewarding, safe, flexible and accessible for those who don't work 9am to 5pm.

Recreation

Satisfying growing demand for night-time activities

As people continue to live and work more flexibly, demand for a wide range of night-time leisure and entertainment is on the rise. By cultivating a thriving night-time economy, we can satisfy this demand and cater to the evolving needs of our communities.

Revitalisation

Revitalising urban centres

Diverse offerings at night can make an area more liveable and walkable, attracting visitors and residents and encouraging them to support local businesses. It can increase the provision of floor space used for cultural and creative purposes and stimulate activity, by encouraging mixed uses, increased employment and pedestrian activity and contributing to the overall revitalisation of the local area.

Can deliver healthy, safe and inclusive places by providing walkable places at a human scale with active street life. Revitalisation can increase cultural and creative floor space and facilitate opportunities for creative and artistic expression and participation, including arts enterprises and facilities.

Safety

Improving people's sense of safety

A diverse night-time economy increases patronage and passive surveillance, deterring crime and antisocial behaviour, and improving people's sense of security and safety. It aims to get a wide range of people out at night for different activities.

Culture

Providing social and cultural enrichment

Vibrant night-time economies bring consumers together and create a sense of community. They reduce isolation and improve social connections through social and leisure opportunities. They provide a platform for cultural activities and events that enrich our cities, and opportunities for the creative businesses that support the cultural economy to thrive in your local area.

Community

Engaging diverse communities in vibrant local centres

Community and cultural engagement are key pillars of a vibrant night-time economy. A thriving and diverse night-time economy encourages local communities to take ownership, feel a sense of connection and belonging, and actively engage with neighbourhood places and precincts.

² Council of Capital Cities and Lord Mayors

Prioritising the night-time economy

Encouraging sustainable growth of the night-time economy is a priority of the NSW Government.

We are the only government in the southern hemisphere to have a dedicated 24-Hour Economy Commissioner and Office: implementing reforms and initiatives at the state level while also supporting councils to develop locally relevant night-time offerings.

While night-time economies around the world have traditionally been based around the sale and consumption of alcohol, this is no longer the defining characteristic of night-time activities in NSW.

Various factors have contributed to the diversification and enrichment of our night-time economy.

Chief among these is the liquor reforms of the Liquor Amendment (Night-time Economy) Act 2020 (see below), demonstrating the NSW Government's commitment to the 24-hour economy.

New legislation (Vibrancy Reform) was passed by the NSW Parliament in November 2023 will bring or will seek to bring sector regulation in line with contemporary going out behaviours, eliminate inefficient government processes, and enable more people to go out, closer to home.

The Vibrancy Reforms are a cross-government initiative and have been developed in consultation with key government agencies, industry, councils, and other stakeholders. Further information on the [Vibrancy Reforms](#) can be found on the Office of the 24 Hour Economy Commissioner website.

Through targeted initiatives we are supporting the creation of vibrant night-time hubs in a range of locations. We have created this toolkit to support your council's efforts and ambitions, ensuring that the economic and social benefits of the night-time economy are available to everyone.

24-Hour Economy Legislation (Vibrancy Reforms) Amendment Act 2023

Landmark legislation designed to bring the vibrancy back into NSW's night-time economy, was passed by the NSW Parliament in November 2023.

These legislative and regulatory reforms will benefit hospitality businesses, the creative sector and councils across the state through six key areas of change:

- 1. Sensible venue sound management:**
From mid-2024, the Vibrancy Reforms will designate Liquor & Gaming NSW as the lead regulator of entertainment sound-related complaints for all licensed premises.
- 2. Vibrant, coordinated precincts:**
Building on the success of the Enmore Road Special Entertainment Precinct, this precinct model will be extended to other areas via an enhanced framework.
- 3. An activated outdoors**
Venues can continue operating outdoor dining on private land without disruption over the busy summer period.
- 4. Empowering the 24-Hour Economy Commissioner to deliver a sustainable, thriving night-time economy:**
As the first state jurisdiction in the world to appoint a 24-Hour Economy Commissioner, the Commissioner's role will now be a statutory appointment, expanding the Commissioner's remit from Greater Sydney to all of NSW.
- 5. Streamlined, contemporary licensing:**
Streamlined processes for planning and licensing to reduce duplication and costs, and incentives for venues to feature live music and performance.
- 6. Improving the night-time sector for workers:**
Developing and implementing a plan to make the night-time economy more rewarding, safe, flexible and accessible for those who don't work 9 to 5.



For more information visit the [Vibrancy Reforms website](#).



Policy support for live music, performance and entertainment has been a key intervention for diversifying the night-time economy in NSW.

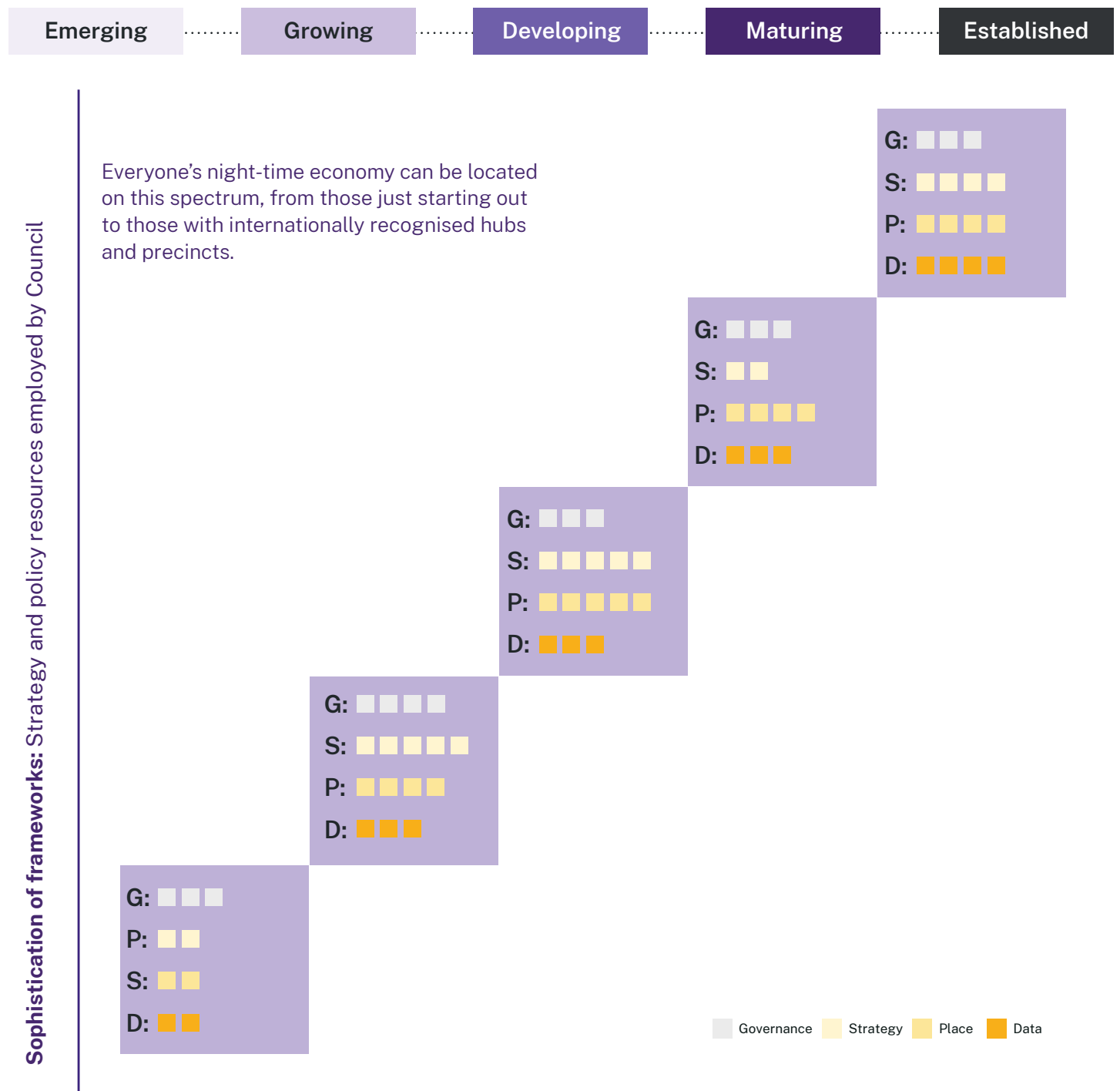
2 Maturity and capability framework



The Rocks, Sydney Credit: Destination Sydney

The maturity and capability framework is a tool for understanding and accelerating the performance of your night-time economy and your organisational capability.

It defines five key stages of development for night-time economies:

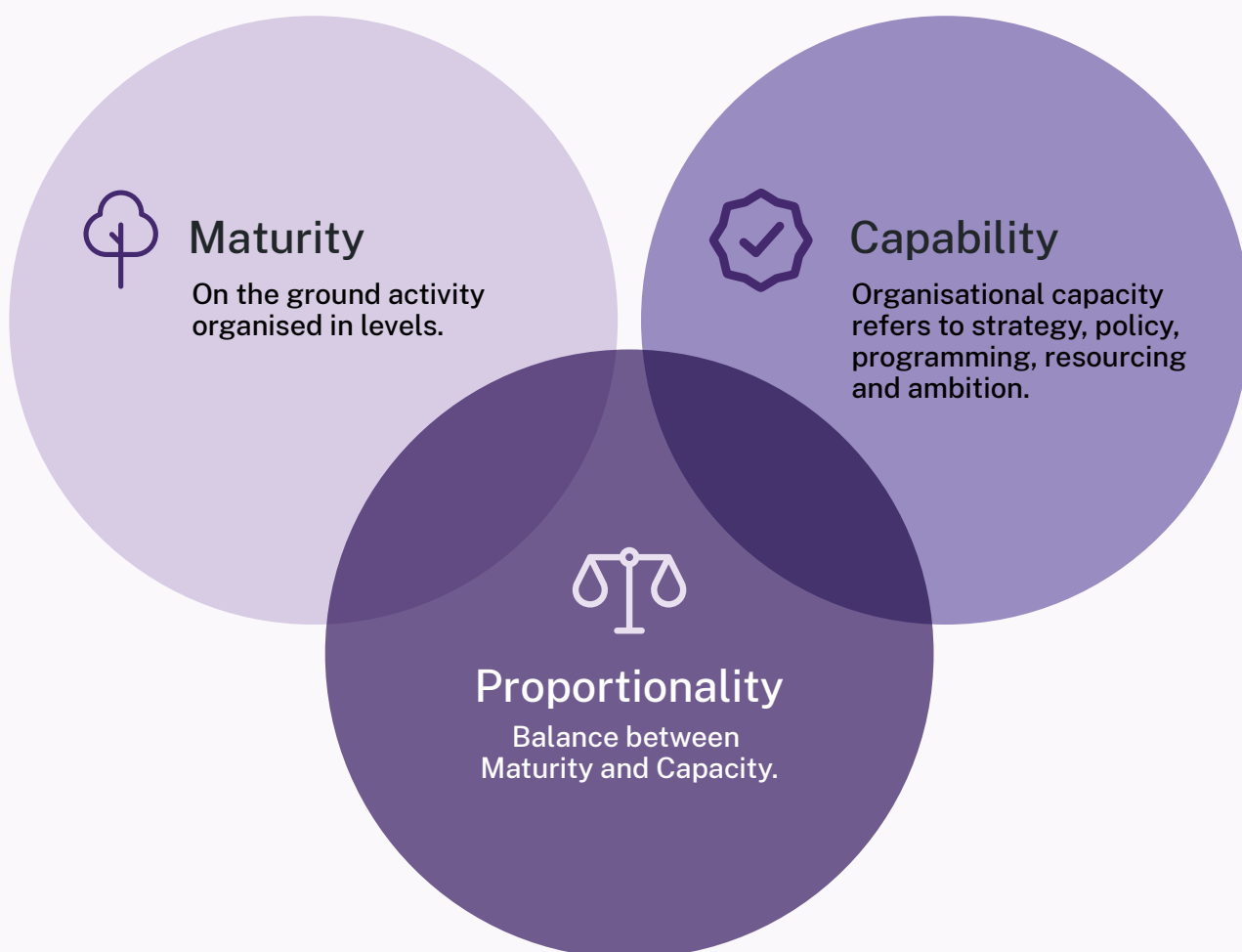


Maturity: The complexity of on the ground night-time activity

Finding out where your night-time economy fits into the framework involves assessing both maturity (how established your night-time economy is) and capability (how resourced your council is to grow and manage it).

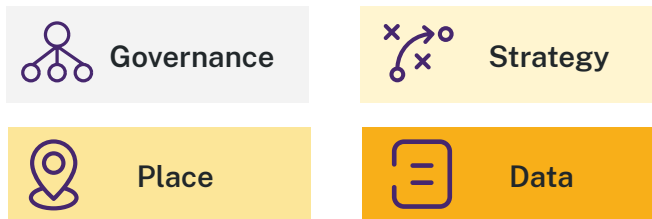
Maintaining a sense of proportionality between maturity and capability will ensure your resources and vision are appropriate to your stage of development, without overinvesting or misdirecting effort (i.e the more established your night-time economy the more resourcing required).

You can assess your maturity and capability using the diagnostic tool below.



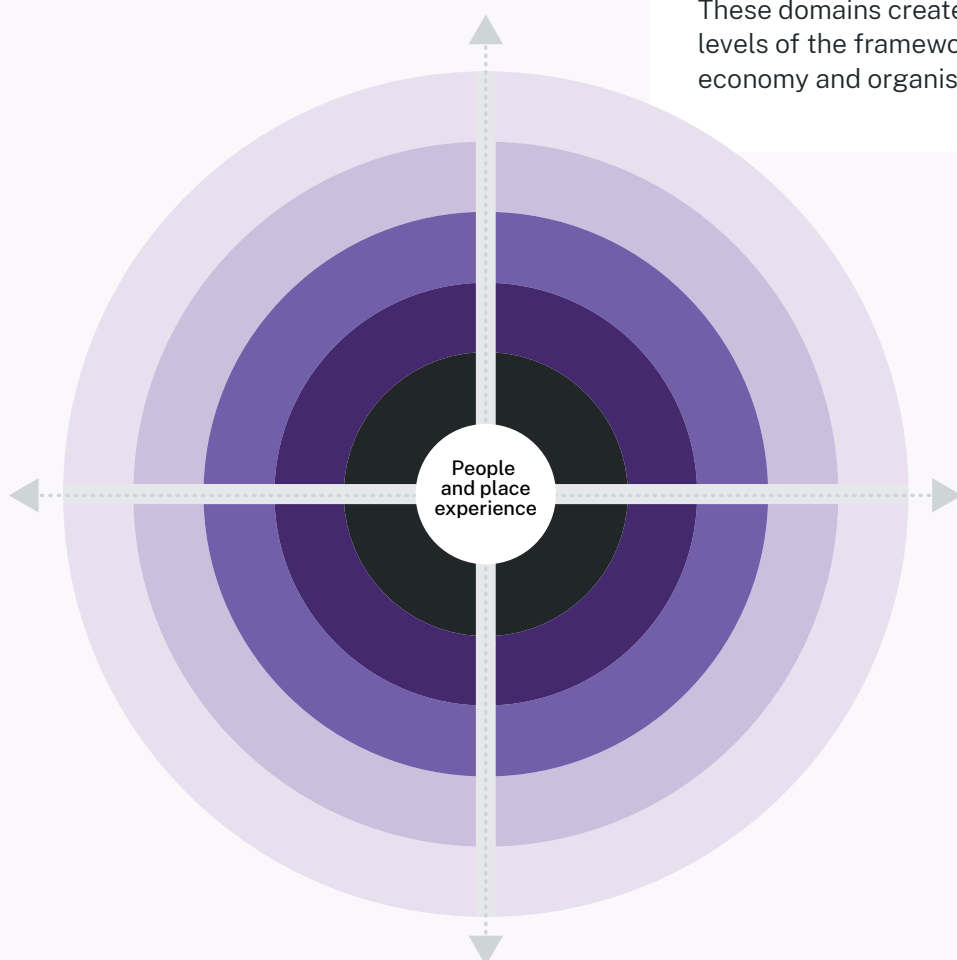
Once you know your night-time economy's maturity level, the relevant Implementation Guide provides the set of actions to support you at your particular stage of development.

These actions correspond to the domains of:



These four areas of action reflect the key domains of council responsibility in supporting night-time activity. They have been developed from the strategic pillars of the NSW Government 24-hour Economy Strategy and learnings from public space activation and revitalisation initiatives, including the NSW Government [Great Public Spaces Toolkit](#), the [Purple Flag](#) accreditation scheme and the NSW Government [Data After Dark](#) project.

These domains create continuity between different levels of the framework as you improve your night-time economy and organisational capability.



3 Diagnostic tool



YCK Laneways, Sydney Credit: Cassandra Hannagan

Assessing the maturity of your night-time economy

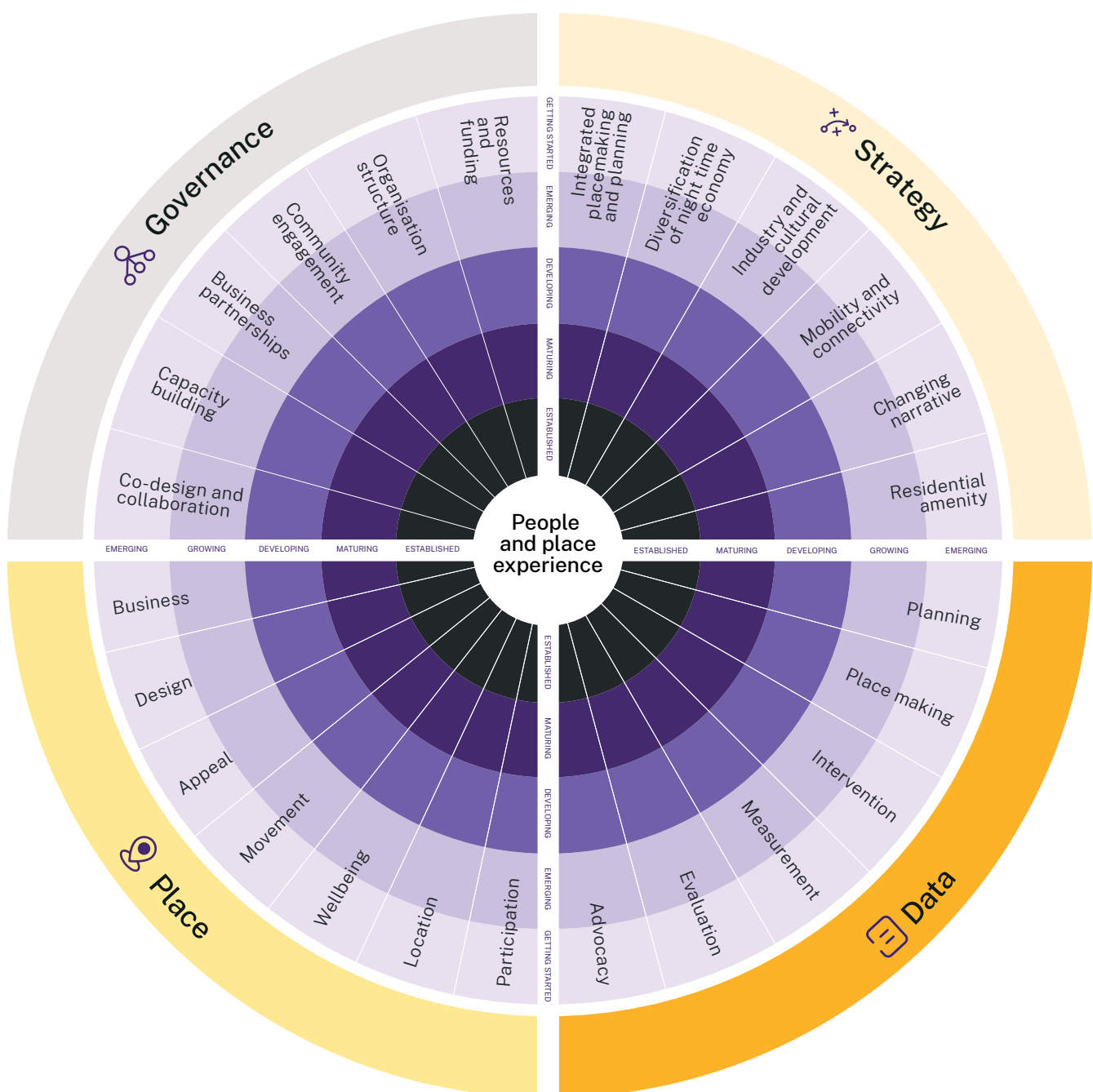
TOOL

Use this section to assess the maturity of your night-time economy and your organisational capacity to effectively support it.

The first activity to undertake is a quick self-assessment through the diagnostic tool. This asks you a series of questions, each with a rating, to give an overall score that corresponds to the five levels of the framework.

This will help you understand where you are in your night-time economy journey. Use it to benchmark your current performance and understand what to do next – locating your night-time economy within one of the five levels of the framework.

To measure your night-time economy's maturity level and your organisational capability, the diagnostic tool asks you to consider your performance in the domains of governance, strategy, place and data.



How to map your maturity level?



How to plot your score

Step 1: Answer each of the set of questions (pages 21-25) for:

- Question set 1 (Organisation and NTE Activity)
- Question set 2 (Governance and Strategy)
- Question set 3 (Place and Data)

Place your answer Value in the Score box for each question in the set.

Step 2: Add up and write your Total score in the answer field for each question set.

Step 3: Plot each pair of total scores on the **Where are you now?** chart (page 27). Mark each total score on the axis indicated, then plot on the chart where they intersect. i.e For Q1 Plot Organisation score (e.g. 14) on Y axis and NTE Activity score (e.g. 10) on X axis.

Step 4: After you have plotted your three results on the **Where are you now?** chart, you have a triangle of coordinates indicating your 'space' of overall maturity and capability. This determines the level of maturity you are at (i.e 'Growing' for Q1 but 'Maturing' for Q2).

Step 5: Based on the lowest scoring Maturity level, you can go to the corresponding volume of the Implementation Guide and work through the steps relevant to your stage of the night-time economy journey.

Question set 3 - Part A

Place

	Emerging	Growing	Developing	Maturing	Established	Score:
Does your Council deliver place-based projects specific to the NTE? A place-based project includes events and activations, night-time urban design and infrastructure upgrades, place plans for your local centres.	No Value: 0	Yes 3	Yes 3	Yes 3	Yes 3	Score: 3

If yes, what kinds of projects are you currently delivering? If more than one, select one with highest value.

	N/A	Events and Activation	Economic development and marketing	Night-time design	Leveraging innovative land use policy (i.e. controls)	Score:
Value:	-	1	2	3	4	3

If no, what kinds of place-based NTE activities does your Council aspire to deliver?

	None	Events and activation (i.e. night markets)	Economic Development and marketing	Night-time design (i.e. upgrade lights)	Leveraging innovative (and use policy (i.e. outlining late night trading controls) the Development Control Plans)	Score:
Value:	0	1	1	2	3	3

Thinking about your LGA in the future in discussion with strategic planners and other units within council, how many places/precincts have potential to have active NTEs?

	0-1	2	3	4+	6+	Score:
Value:	1	2	3	4	5	3

What are the primary challenges you face in delivering new NTE places/precincts? If more than one, select one with highest value.

	Safety	Transport Accessibility	Promotion and Attracting Participants	Diversity of Offering and Participants	Managing Land Use Conflicts	Score:
Value:	1	2	3	4	5	4

Total score - Plot this score for Place on the X axis.

14

Local Government Night-Time Economy Toolkit

Data

	Maturing	Established	Score:
Yes	3	3	Score: 3

N/A

use more than one, select

	Community input strategy	Codesign of initiatives in partnership with the community codesign of initiatives	Score:
Value:	3	4	2

best value.

	Economic endurance	Quality of participants NTE experience	Score:
Value:	4	5	4

14

2

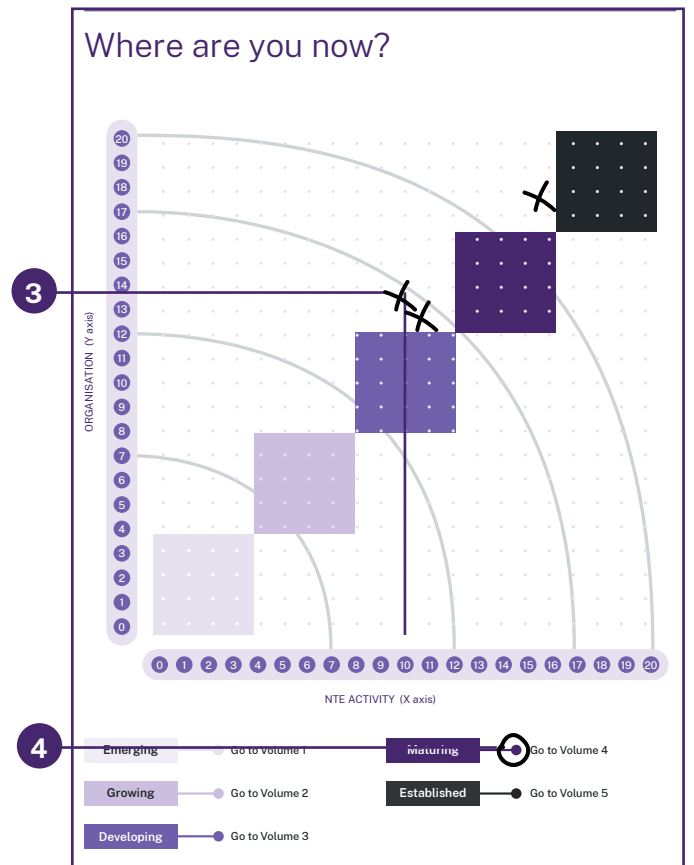
To what extent do you use data to measure the impact of initiatives on supporting the NTE? If more than one, select one with highest value.

	N/A	Ad hoc evaluation of specific initiatives	Systematic evaluation approaches across multiple initiatives	Measure multiple variables over time from a baseline	Inform the design of new initiatives and advocate with data stories	Score:
Value:	0	1	2	3	4	10

Total score - Plot this score for Data on the Y axis.

10

Where are you now?



Question set 1 - Part A

Organisation

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

How long has developing a NTE formally been on your organisation's agenda for action?

	It is not	Less than 1 year	2-5 years	6-9 years	10 years +	Score:
Value:	0	2	4	6	9	

How prominent is supporting the growth of a local NTE in your area as an organisational priority?

	Under investigation for action	Action committed but limited resources to deliver	Resourced and action underway	Resourced and significant action underway	High priority, experienced and well resourced	Score:
Value:	1	3	5	7	8	

Total score – Plot this score for Organisation on the Y axis:

Question set 1 - Part B

Night-time activity

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

How many places/precincts currently have an active NTE in your LGA? Choose one.

	0-1	2-3	3-4	4-5	6+	Score:
Value:	1	2	3	4	5	

What is the latest time period in which these NTE places are primarily active? Choose one.

	Twilight 5pm-7pm	Evening 6pm-9pm	Evening and night-time 9pm-12am	Night-time and Late Night 12am-3am	Late Night and Deep Night 3-6am /24 Hours	Score:
Value:	1	2	3	4	5	

How diverse are the dominant NTE offerings in these places? Choose one.

	Limited diversity of offer (only food and beverage)	Some diversity in venue types (F&B and limited retail)	Considerable diversity in venue types (F&B, retail and personal services)	Considerable diversity in venue types but limited diversity in cultural experiences	Considerable diversity in both venue types and cultural experiences	Score:
Value:	0	1	2	3	4	

How diverse are the primary participants in your NTE in these places? Choose one.

	Predominantly a local and limited demographic	Some participants from outside my LGA but a narrow age demographic	Regular participants from outside my LGA, a range of age demographics but low cultural demographics	Regular participants from outside my LGA and increasingly diverse age and cultural demographics	High volume of participants from outside my LGA and highly diverse age and cultural demographics	Score:
Value:	0	1	2	3	4	

Total score – Plot this score for NTE activity on the X axis:



Question set 2 - Part A

Governance

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

Do you have an internal working group that regularly collaborates to guide your NTE? Choose one.

	No	No	Yes	Yes	Yes	Score:
Value:	0	0	3	3	3	

If yes, how many departments across your organisation regularly participate? i.e development planning, marketing, place-making, economic development, events etc. Choose one.

	N/A	N/A	1 or 2	3-4 and across disciplines	5+ and multi cross-disciplines	Score:
Value:	-	-	2	3	4	

If no, how many departments in your organisation are typically involved in delivering NTE projects. Choose one.

	0-2	3+	N/A	N/A	N/A	Score:
Value:	1	3	-	-	-	

Do you have one or more officers in your organisation with dedicated responsibility for NTE? Choose one.

	No	No	Yes, single officer	Yes, a team	Yes multiple teams	Score:
Value:	0	0	2	4	5	

Do you provide support for NTE interested organisations in your community? Choose one.

	No	No, but attend meetings	Yes, participate in groups and provide information and advice	Yes, coordinate groups, and provide NTE specific funding programs	Yes, conduct capacity building activities and provide NTE specific funding programs	Score:
Value:	0	2	3	4	5	

Total score – Plot this score for Governance on the X axis:



Question set 2 - Part B

Strategy

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

Does your Council have an NTE Strategy or Plan? Choose one.

	No	No	Yes	Yes	Yes	Score:
Value:	0	0	3	3	3	

If yes, please identify the main stakeholder groups that have been part of creating the strategy ?

If more than one, select one with highest value.

	Council Officers	Council Executive	Councillors	Community	Business owners /Researchers	Score:
Value:	1	2	3	4	5	

If no, how many other Council strategies does NTE feature within? Economic development, strategic land use, events, tourism, marketing, community safety, crime prevention etc. Choose one.

	1 or 2	3+	N/A	N/A	N/A	Score:
Value:	1	2	N/A	N/A	N/A	

Has your Council defined a formal shared vision for creating a NTE? If the shared vision is across multiple documents, select one with the highest value that applies.

	Internal policy/ draft policy	NTE Strategy	Community Strategic Plan	Local Strategic Planning Statement	Regulation and compliance policies	Score:
Value:	1	2	3	4	5	

If yes, to what extent have the community and businesses been involved in development of the shared NTE vision? Choose one.

	They have not	Informed of its development	Provided input into the initial development	Codesigned development	Codesigned development and involved in monitoring	Score:
Value:	0	1	2	3	4	

Total score – Plot this score for Strategy on the Y axis:



Question set 3 - Part A

Place

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

Does your Council deliver place-based projects specific to the NTE? A place-based project includes events and activations, night-time urban design and infrastructure upgrades, place plans for your local centres.

	No	Yes	Yes	Yes	Yes	Score:
Value:	0	3	3	3	3	

If yes, what kinds of projects are you currently delivering? If more than one, select one with highest value.

	N/A	Events and Activation	Economic development and marketing	Night-time design	Leveraging innovative land use policy (i.e. DCP controls)	Score:
Value:	-	1	2	3	4	

If no, what kinds of place-based NTE activities does your Council aspire to deliver?

	None	Events and activation (i.e night markets)	Economic Development and marketing	Night-time design (i.e upgrade lights)	Leveraging innovative land use policy (i.e outlining late night trading controls the the Development Control Plan)	Score:
Value:	0	1	1	2	3	

Thinking about your LGA in the future in discussion with strategic planners and other units within council, how many places/precincts have potential to have active NTEs?

	0-1	2	3	4+	6+	Score:
Value:	1	2	3	4	5	

What are the primary challenges you face in delivering new NTE places/precincts? If more than one, select one with highest value.

	Safety	Transport Accessibility	Promotion and Attracting Participants	Diversity of Offering and Participants	Managing Land Use Conflicts	Score:
Value:	1	2	3	4	5	

Total score – Plot this score for Place on the X axis:



Question set 3-Part B

Data

	Emerging	Growing	Developing	Maturing	Established	
--	----------	---------	------------	----------	-------------	--

Do you collect data about the NTE to inform your activities?

	No	No	Yes	Yes	Yes	Score:
Value:	0	0	3	3	3	

If no, do you intend to collect NTE data?

	No	Yes	N/A	N/A	N/A	Score:
Value:	0	2	-	-	-	

If no, what kinds of information do you use to guide your NTE activities? If use more than one, select one with highest value.

	Organisational strategy	Relevant research	Best practice case studies	Community input into strategy	Codesign of initiatives in partnership with the community codesign of initiatives	Score:
Value:	0	1	2	3	4	

If yes, what kinds of data do you collect? If more than, select one with highest value.

	Demographics	Visitation Numbers	Mobility and movement data	Economic expenditure	Quality of participants NTE experience	Score:
Value:	1	2	3	4	5	

If yes, how is your data collected and managed? If more than, select one with highest value.

	N/A	N/A	Manually collected (discrete spreadsheets)	Individual datasets acquired through third party sources (proprietary datasets)	Multiple data sets integrated dashboards and data portals	Score:
Value:	-	-	3	4	5	

To what extent do you use data to measure the impact of initiatives on supporting the NTE? If more than, select one with highest value.

	N/A	Ad hoc evaluation of specific initiatives	Systematic evaluation approaches across multiple initiatives	Measure multiple variables over time from a baseline	Inform the design of new initiatives and advocate with data stories	Score:
Value:	0	1	2	3	4	

Total score – Plot this score for Data on the Y axis:

Interpreting the results

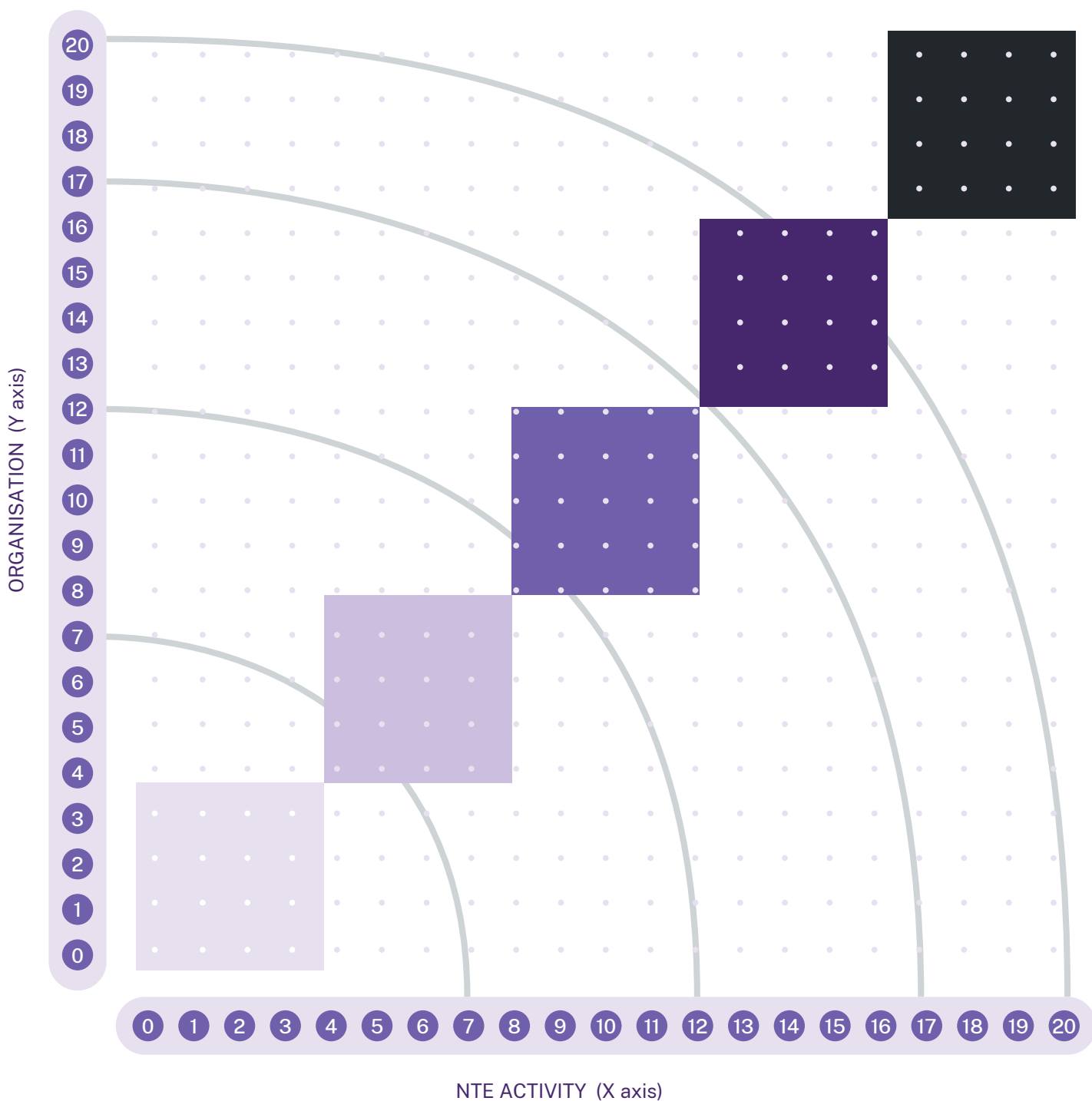
Cross-reference your score range from the diagnostic tool with the following diagram.

This will tell you your night-time economy's maturity level, helping you focus resources, investment and effort most effectively for your stage of development.



CBDs Revitalisation The Great Graze Barangaroo. Credit: NSW Department of Enterprise, Investment and Trade

Where are you now?



Emerging — Go to Volume 1

Growing — Go to Volume 2

Developing — Go to Volume 3

Maturing — Go to Volume 4

Established — Go to Volume 5

4 Your vision and goals



Your Street Your Party, Angel Place, Sydney. Credit: NSW Department of Enterprise, Investment and Trade

Every council has different needs, values and ambitions. Not all communities want a highly active, 24-hour economy – known as an ‘Established’ night-time economy in this framework – nor do they have the infrastructure and density to support it.

Your vision for your night-time economy should reflect the aspirations of your community and your organisation.

For some councils, this will mean creating vibrant early-evening activity with a good hospitality offering and family-friendly activations in public spaces. For others it may involve supporting a theatre and performance art district later into the evening or providing services such as grocery stores and transport to support night workers in a 24-hour precinct.

There are three stages in your night-time economy journey at which you may need to reflect on your community’s goals and consider your vision for your night-time economy. These correspond to the following sections and stages of the toolkit:

TOOL

Use this section to:

- Develop a vision for your night-time economy
- Understand which level of maturity aligns with your ambitions

Framework	Volume 1: Emerging	Volume 2: Growing	Volume 5: Established
Set a minimum viable vision	Further develop your shared vision	Plan for the new	Diversify the offering
Identify your target maturity level	Moving from ‘Emerging’ to ‘Growing’ level	Moving from ‘Growing’ to ‘Developing’ level	Maintain and reinforcing ‘Established’ level and inspiring our councils



Setting a vision for your night-time economy

Before you tackle the actions in the Implementation Guide, you will need a minimum viable vision for your night-time economy. This vision should provide a clear, concise outline of your ambitions.

TIP

Find more information on creating a shared vision in **Volume 1** of the Implementation Guide.

Things to consider when setting your vision:

1. Understand your current situation
 - What insights do you have into your night-time economy in terms of participating businesses, entertainment options, safety concerns and community needs?
2. Identify what is driving the agenda
 - Has there been a push from councillors to develop a night-time economy?
 - Has it come from local business?
 - Is it being explored to address safety issues?
 - Has the community been vocal about having more to do after dark?
 - Has the economic development team determined that residents are travelling outside the area to experience cultural activities, restaurants and shopping?
3. Make your goals achievable
 - If you're starting out on your journey, you might begin by focusing on cultivating great early-evening economy.
 - You can always revisit your vision as you achieve your initial goals and your after-dark activity grows and develops.
4. Determine the best way to obtain stakeholder buy-in
 - If there are conflicting perspectives among your stakeholders, consider using a discussion paper to tease out issues and reframe problems prior to setting your vision.
 - If stakeholders are already on board, you should work collaboratively to pull together a vision and table it as a council minute.

Aligning your goals to the framework

Now that you've set your vision, measure it against the Maturity and Capability Framework.

The table below suggests some characteristics of the user experience for residents, visitors and businesses of night-time economies at the five levels described in this framework. Which level best describes your ambitions?

By understanding both your current maturity and the level you're aiming for, you can map your high-level night-time economy journey.

Stage	What does a night-time economy look like at this level?
Emerging	Few restaurants are open in the evening, with occasional and ad-hoc late-night events.
Growing	A range of dining and hospitality options are available in the early evening, together with family-friendly events and activations.
Developing	A good night-time hospitality offering is supported by public transport into the evening. Cultural and community venues are open at night, with pockets of late-night retail and late-night activations.
Maturing	Night-time precincts are lively from early evening through to late night, catering to different age groups and demographics. People can visit cultural venues, shops, see live music, go to a karaoke bar or nightclub followed by a late-night bite or grocery run. Public transport is heavily in use, with taxis and rideshares busy throughout the night. Streets activated with lighting, lit storefronts and good wayfinding.
Established	24-hour precincts and specialised areas bring the night to life – small-bar scenes, shops and retail, cultural and community venues. Your main street is full of late-night eateries, with families grabbing a bite after midnight. Music venues, galleries and theatres are open past midnight. Public transport runs overnight and taxi and rideshare options are in demand with both revellers and workers.

5 Your night-time economy journey



ELEVATE Sydney, 2023. Credit: Destination NSW

Everyone’s night-time economy journey is different. The aim of this toolkit is not to transform all emerging night-time economies into established ones, but to support councils and communities to achieve their particular aims – to get from where they are to where they want to be.

Regardless of where you are in your journey, the toolkit provides guidance and ideas to help you improve your night-time economy.

Even if your current maturity level aligns with your aspirations, the Implementation Guide contains actions that can help you maintain your night-time economy at that level.

Accelerating your night-time economy

Having assessed the maturity of your night-time economy and established your vision, it’s time to take action.

Locate the volume of the Implementation Guide that corresponds to your current stage of development. In that volume you will find a set of recommended actions.

Start by focusing on the actions associated with the lowest score in your assessment – whether this is governance, strategy, place or data. Completing these actions first will have the most impact on your capability and performance.

As you undertake each action, use the checklist at the back of the volume to track your progress.

TOOL

Once you’ve completed all actions for a particular level, you can use the diagnostic tool to reassess your maturity and capability. Your new score will let you know if you’re ready to progress to the next level of maturity, or if you need to revisit some areas first. Continue in this way, completing the actions at each level and progressing through the Implementation Guide until you reach your desired level of maturity.

Progressing through the framework levels

The following pages provide you with an overview of the journeys and milestones for each of the domains of Governance, Strategy, Place and Data across the different framework stages. The aim here is supporting you to understand the journey ahead, and to better assess your organisational maturity at the outset.

The toolkit is designed to help you progress through the framework levels as you successfully complete the recommended actions – improving the maturity of your night-time economy and growing your organisational capabilities.

As you work through the corresponding volumes in the Implementation Guide, you may find you need to adapt your approach to manage varying levels of capability and resourcing within your organisation.

TIP

No council’s journey will traverse all five levels of the framework, and the toolkit is not designed with that in mind.

Focus instead on the volumes that map your trajectory – from where you are to where you want to be.

This table provides an overview of the key actions for the five levels of the framework.

	Emerging	Growing	Developing	Maturing	Established
Governance	Get the right people talking	Get your house in order	Support external actors	Formalise external governance	Enable co-creation and innovation
Strategy	Create a shared vision	Develop a NTE strategy	Align policy and strategy	Invest in foundations for growth	Consolidate and leverage for the future
Place	Understand what you have	Enhance the Existing	Plan for the new	Diversify the offering	Scale the opportunities
Data	Develop a baseline	Evaluate outcomes	Converge data	Design with data	Leverage actionable insights

Governance overview



How you approach governance is critical for ensuring the success of your night-time economy.

There are a lot of stakeholders you will need to work with to get this right, but first and foremost, the governance journey begins in your own organisation – with your resources, your systems and your processes.

As you move through the volumes you will be encouraged to engage with different sectors, and set up programs and structures that support, empower and harness their ambitions.

Stage	What does a night-time economy look like at this level?
Emerging	Get the right people talking <ul style="list-style-type: none">• Undertake a review of your organisation to understand who is interested in your night-time economy• Consult the community to identify their views and priorities for night-time activity in your area
Growing	Get your house in order <ul style="list-style-type: none">• Identify a role within your organisation to lead your night-time economy initiatives• Create an interdisciplinary working group to ensure cross-organisational support for your activities• Reach out to external stakeholders and create a shared list of your night-time economy assets (places, transport, lighting)
Developing	Support external actors <ul style="list-style-type: none">• Resource and empower a dedicated night-time economy officer• Deepen your relationships with groups that can support your vision – building capacity in community groups, creating reference panels and strengthening relationships with peer councils
Maturing	Formalise external governance <ul style="list-style-type: none">• Build capability across your organisation to address skills gaps and future needs in your night-time economy strategy• Provide capacity-building programs for external groups to align them to your strategy and help them formalise their own governance arrangements• Implement grant programs that support your community to deliver strategic outcomes and expand your impact
Established	Enable collaboration, co-creation and innovation <ul style="list-style-type: none">• Nurture your in-house night-time economy expertise with strategies to retain talent and ensure their knowledge is disseminated throughout your organisation

Strategy overview



There is no one right way to create a thriving night-time economy. Where you want to get to – and the best way to get there – is a matter of strategy.

As you move through the volumes you will be offered advice on different strategic steps and actions. These will start with a community vision, and lead to a transformation in how you manage your local government area at night.

Stage	What does a night-time economy look like at this level?
Emerging	Create a shared vision <ul style="list-style-type: none">• Socialise your minimum viable vision for your night-time economy, working with your community and stakeholders to develop it into a shared vision and create consensus
Growing	Develop your night-time economy strategy <ul style="list-style-type: none">• Translate your vision into a night-time economy strategy, including a detailed focus on your priority precincts• Research and plan for residential amenity as part of your strategy, considering policy frameworks that can support residential amenity
Developing	Align your policies and other strategies <ul style="list-style-type: none">• Review and amend council strategies and policy frameworks to create alignment with your night-time economy strategy• Encourage a diversity of venues and activities in your night-time economy, including cultural infrastructure and non-hospitality businesses
Maturing	Invest in growth <ul style="list-style-type: none">• Take your strategy to the next level by targeting the underlying drivers of a vibrant night-time economy• Support local arts and cultural industries• Encourage night-time activity in local centres without compromising residential amenity
Established	Consolidate and leverage for the future <ul style="list-style-type: none">• Make sure your strategy continues to reflect community priorities and ambitions through regular revision and renewal• Push the boundaries by encouraging innovation in your night-time economy programs• Tell the world about your great night-time economy offerings with destination marketing campaigns

Place overview



Place is central to the character and identity of your night-time economy. Thinking about place involves understanding what is happening in your area as well as creating new places in line with your vision.

The volumes of this toolkit offer a progressive journey through night-time placemaking, empowering your stakeholders to take an active role in your precincts and delivering great place outcomes for your community.

Stage	What does a night-time economy look like at this level?
Emerging	Understand what you currently have <ul style="list-style-type: none">• Get a handle on the current state of your night-time activity by understanding who is currently participating in it, where they go and what they do
Growing	Enhance your existing places <ul style="list-style-type: none">• Conduct place audits in your nightlife areas to identify potential improvements• Improve your understanding of how people move around your precincts at night• Entice new audiences to your area through events and activations
Developing	Plan for new places <ul style="list-style-type: none">• Apply your night-time economy strategy to both existing and planned precincts, supporting cultural activities and encouraging later trade for retail and unlicensed venues• Work across your organisation and with external partners to improve late-night transport and your approach to designing night-time places• Encourage your community to contribute to night-time placemaking activities
Maturing	Diversify your offering <ul style="list-style-type: none">• Implement night-time design principles to create safe, interactive and walkable precincts• Increase the ambition of your place activations to create events with local character• Empower precinct-based businesses to have a louder voice in the night-time economy
Established	Scale your impact <ul style="list-style-type: none">• Put your precincts on the map with a signature night-time economy festival or event• Extend your flagship precincts into 24-hour activity• Harness the creativity and investment of your community, creatives and business groups to implement precinct visions

Data overview



As you progress through your night-time economy journey, you will grow your data capabilities to be able to measure and track your progress. There is a lot to learn on data capture and management.

Remember that this data journey is iterative and ongoing. As new data becomes available and you revise your night-time economy strategy, you will continually cycle through different actions to derive insights and drive effective decision-making.

Stage	What does a night-time economy look like at this level?
Emerging	Discover the data you already have <ul style="list-style-type: none">• Find out what data your organisation collects and stores• Look at key indicator examples from the Council of Capital City Lord Mayors and the Office of the 24-Hour Economy Commissioner's Measuring Success of the NSW 24-Hour Economy Strategy report
Growing	Establish a data-driven approach <ul style="list-style-type: none">• Undertake a gap analysis to determine what data is missing and required• Develop and populate an indicator framework to understand your current situation (baseline)• Develop a standardised approach to evaluating interventions and activities
Developing	Apply data to your planning <ul style="list-style-type: none">• Layer and analyse different data sets to gain a greater understanding of your local area• Use data from your activities to design future initiatives and interventions
Maturing	Engage experts <ul style="list-style-type: none">• Introduce monitoring, evaluation and learning frameworks to support continuous improvement• Use data for storytelling and advocacy
Established	Be open and transparent <ul style="list-style-type: none">• Communicate and share data insights and processes with your stakeholders• Measure value uplift in precincts and return on investment for your projects

Monitoring your night-time economy

As you progress through the maturity levels, you will need to evaluate your activities and build increasingly sophisticated processes, data frameworks and organisational practices.

This will ensure that your maturity and capability continues to align with the complexity of your night-time economy, your council's vision and the needs of your community. Night-time economies are not static, and activities implemented at previous levels of the maturity and capability framework may need to be updated to remain effective.

Be sure to monitor and review the outcomes of your activities and initiatives against the key indicator framework established for your night-time economy (see **Volume 2: Data Action 2**).

Be sure to create new forums and networks within your community to provide ongoing sources of feedback. Keeping community and business invested in your night-time agenda will allow you to assess the success of your activities while also ensuring they own the outcomes.

Reviews should aim to identify:

- Tangible benefits from new night-time activity
- Any required improvements to support on-the-ground activity and organisational capability, with a focus on maintaining community satisfaction and success
- Opportunities to grow or enhance your night-time economy through new activities or programs
- Unexpected impacts to your night-time economy, including both opportunities and threats.

You can utilise the checklist for each level of the framework to monitor your progress and ensure your night-time economy is growing in line with your vision and ambitions.

Emerging	Growing	Developing	Annual or bi-annual reviews
Maturing	Established		Reviews every 2-5 years

Acknowledgements

The Office of the 24-Hour Economy Commissioner and Urbis would like to thank all contributors to the development of the toolkit. Representatives from NSW Government agencies and local councils across Greater Sydney have been generous with their time and insights.

Sources

www.census.gov/quickfacts/newyorkcitynewyork
www.nyc.gov/assets/mome/pdf/NYC_Nightlife_Economic_Impact_Report_2019_digital.pdf
data.london.gov.uk
www.iamsterdam.com/en/business/startupamsterdam/insights-interviews/city-data
www.cbs.nl/en-gb/our-services/open-data
www.london.gov.uk/sites/default/files/rewrite_the_night_final.pdf
www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/articles/thenighttimeeconomyuk/2022

Research and report references

Council for Capital Cities Lord Mayors, Measuring the Australian NTE 2020-21:

www.lordmayors.org/wp-content/uploads/2022/09/Measuring-the-Australian-NTE-2020-21.pdf

Deloitte Access Economics, Imagine Sydney Play, 2019:

images.content.deloitte.com.au/Web/DELOITTEAUSTRALIA/%7B725ffb22-cab6-47f4-9958-37305087ba5e%7D_20190211-cit-imagine-sydney-play-report.pdf

Seijas A. and Sound Diplomacy (2017):

www.sounddiplomacy.com/managing-your-night-time-economy

Acuto, M., Seijas, A., McArthur, J., and Robin E. (2022) *Managing Cities at Night: A Practitioner Guide to the Urban Governance of the Night-Time Economy*, Bristol University Press.

Roberts, M. and Eldridge. (2009) *Planning the Night-time City*, Routledge.

The Office of the 24-Hour Economy Commissioner would like to acknowledge the support and collaboration received from stakeholders across industry, local councils and NSW Government. Delivering the NSW 24-Hour Economy Strategy and building a diverse, vibrant and safe night life needs to continue to be a joint and collective effort. Our cities have some fantastic stories to share, and we look forward to bringing more of them to light and awakening further opportunities that a 24-hour economy will create.

Copyright

© State of New South Wales through the Department of Enterprise, Investment and Trade 2023. This publication is copyright. You may download, display, print and reproduce this material provided that it is reproduced exactly, the source is acknowledged, and the copyright, update address and disclaimer notice are retained.

Disclaimer

The information contained in this publication is based on knowledge and understanding at the time of writing (May 2023) and may not be accurate, current or complete. It is produced entirely on a non-reliance basis. The State of New South Wales (including the Department of Enterprise, Investment and Trade), the author and the publisher take no responsibility, and will accept no liability, for the accuracy, currency, reliability or correctness of any information included in the document (including material provided by third parties). Readers should make their own inquiries and rely on their own advice when making decisions related to material contained in this publication.

Contact Us

24hour@enterprise.nsw.gov.au