

Volume 5

Established

Sustaining a leading night-time economy

How to use this volume

Who is this volume for?



Councils with an established, sector-led night-time economy



Council officers and executive roles involved in your night-time economy.

In practice this means:

- Your vibrant, diverse night-time economy is operating sustainably through innovation and collaboration between community partners – it is widely supported as a key success factor for your local economy and city brand
- The reputation of your precincts has grown according to your shared vision, attracting a broad range of visitors and sustaining an exciting, leading night-time economy
- You have embedded your night-time economy into your development ethos, enabling the coexistence of night-time precincts and residential areas through effective zoning
- Your night-time economy strategy is embedded in the activities of multiple council departments, each with appropriately resourced programs, advanced policy and programming levers, and expert staff
- Your on-the-ground activity has increased in diversity and complexity and is now managed directly by the local business community rather than council
- You are implementing strategic change through innovative land use policies, night-time economy-specific funding programs, and curated platforms
- You have the capacity to mitigate challenges around density of activity, volume of participants and land use conflicts with residents
- Consistent measurement and evaluation of your night-time activity, including the use of sophisticated data, informs the design and assessment of night-time economy policy and programming.

What you'll get from this volume

The actions in this volume will help you:

- Achieve national and international recognition for your night-time economy, with unique offerings and value propositions
- Manage complex challenges and competing interests around land use without compromising your night-time economy objectives
- Drive creativity and innovation through experimentation and grants programs
- Generate 24-hour activity in appropriate precincts
- Redefine your strategic direction to reflect your evolving vision and priorities
- Empower engaged business and creative communities to take over coordination of specific precincts
- Develop flagship events to showcase your night-time precincts to regional, national and international audiences
- Harness data to inform decisions as you sustain your night-time economy.

Use this volume if the maturity level of your night-time economy corresponds to **LEVEL 5: ESTABLISHED** in the Maturity and Capability Framework.

You can find the framework and diagnostic self-assessment tool in **Part 1 of this toolkit**.

How to use this volume

This volume provides a set of actions to support you to grow your local night-time economy. These actions are divided into four domains:



Alongside these actions you'll find different types of guidance:



Developed to help you complete specific actions

Guidance for specific actions based on the experience of others

NSW Government programs and policies that can support your local efforts

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

Steps

As you work through this volume some key steps to consider are:

1. **Adapt:** Consider the recommended actions for each focus area and adapt them to your local context
 2. **Implement:** Put your actions and initiatives into practice
 3. **Track:** Use the checklist at the back of the volume to track your progress
 4. **Review:** Evaluate the impact of your activities and initiatives on your night-time economy
 5. **Progress:** Reassess your position with the diagnostic tool and move to the next level of maturity
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Reviewing your progress

Councils progress through maturity levels at different speeds.

While you are at this maturity level, you should undertake reviews 2-5 years to evaluate the impact of your activities and initiatives.

Undertake reviews via your cross-organisational working group 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.
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City of Sydney

Sydney is a sparkling harbour city, from the bustling CBD to the sandstone buildings of the colonial-era Rocks district to the city's distinctive nightlife and subcultural hubs of Newtown, Darlinghurst, Surry Hills and Kings Cross.

The area:

The traditional owners of the land are the Gadigal people of the Eora Nation. As the capital of NSW, Sydney has the highest number of visitors in Australia – as well as the country's densest residential and commercial districts. The City of Sydney is a mixed-use area, and major features include the Sydney Opera House and the Harbour Bridge. The CBD entertainment precinct covers key night-time activity areas such as George Street, Haymarket, Darling Harbour, Circular Quay, Oxford Street and the Rocks. Other local entertainment precincts in the City of Sydney include King Street, Newtown, Kings Cross and Pyrmont and local high streets such as Crown Street and Redfern Street.

Governance

- Well-developed framework covers a diverse range of stakeholders and core night-time economy industries
- Actively reviewing planning controls and policy frameworks to improve night-time experience

Strategy

- [OPEN Sydney Strategy 2013-2030](#) provides night-time economy strategic direction, with periodic reviews of both strategy and planning controls to improve night-time experience
- Strategic thinking and forecasting to inform future night-time economy direction

Place

- Largest night-time economy in Australia and highest number of visitors in Australia
- Multiple precincts offering diverse night-time activities
- Ongoing programs and initiatives supporting the emergence of micro-precincts, events and festivals
- Encouraging non-hospitality and non-entertainment night-time activity

Data

- Indicator framework measures night-time economy performance and allows council to understand the

impact of changes to night-time activity

- Reporting and monitoring mechanisms measure night-time economy performance

The city at night:

The City of Sydney has the largest night-time economy in Australia. Since the 2010s, the City of Sydney Council has actively been reviewing planning controls and policy frameworks to facilitate night-time economy growth, in recognition of the fact that successful global cities have a strong cultural life and a diverse night-time economy.

The OPEN Sydney Strategy 2013-2030 was the result of extensive consultation with visitors, local residential communities, and cultural, business and government stakeholders. The City of Sydney was already home to considerable nightlife activity prior to the development of OPEN Sydney, and the strategy provided opportunity to further improve night-time economy diversity, amenity and safety.

Through successive late night Development Control Plans (DCP) City of Sydney have been proactive in reviewing late night planning to manage sustainable growth, reflect local precinct characteristics, and incentivise diversification and live performance.

Key DCP changes include:

- Dedicated performance venues up to a 250-person capacity were classified as low impact
- Trading hours for low impact food and drink businesses in local centres (with entry and egress onto a main street) were extended to 2am
- Unlicensed shops and businesses in late night trading areas could trade up to 24 hours in the city centre, 2am on high streets and outside of late night trading areas until 12am.
- New late-night areas were established in Barangaroo, Green Square town centre and Waterloo
- A new 24-hour cultural precinct was identified in Alexandria (North Alexandria).
- Venues hosting performance in late night trading areas were allowed an hour of later trading on the night of the performance

- Dedicated performance venues were permitted an hour of extended trading on the night of a performance

Recent projects, such as the review of the late-night trading planning controls in 2018 and the Open & Creative reforms, deliver on the city’s strategy for sustainable growth and diversification of its night-time economy. These included extensive consultation with stakeholders to confirm the strategy’s objectives and ensure continued alignment with community expectations. A number of ongoing programs and projects are in place to facilitate growth. Sydney’s Business, Economic Development and Covid Recovery Advisory Panel includes representatives from core night-time economy industries and advises the City on emerging issues and opportunities to develop a vibrant 24-hour economy and nightlife.

Key challenge:

Diversifying the nightlife offer and mitigating the effects of late-night trading on residents against a background of rapid population and visitor growth.

Key Lesson:

Reframing regulatory planning controls and leveraging innovative land use policy to encourage sustainable and diversified growth of the night-time economy.



Population

211,632



Median age

32 years

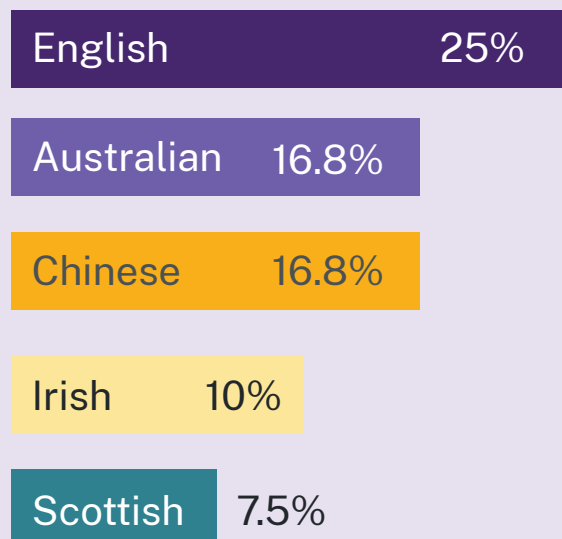


NTE value

\$3.6b



Cultural diversity



Governance

Governance is a key component for sustaining a successful, thriving night-time economy.

The following actions will support your established governance capabilities to enable ongoing collaboration with the local community and businesses.

ACTION 1

Retain night-time economy experts within your organisation.

Your night-time economy staff hold critical knowledge, expertise and relationships with the local community and businesses. This expertise is essential for maintaining a thriving night-time economy.

To retain your night-time economy experts, be sure to provide meaningful career progression and development within your organisation. This may mean providing additional funding as your night-time economy staff develop into more senior roles.

You can also retain your night-time economy staff by providing opportunities for them to work on increasingly innovative night-time program design and delivery.

TIP

Offer research tours and professional development opportunities to keep your night-time economy staff engaged and at the forefront of night-time economy theory and practice.



Songwriters at the Rocks, Sydney. Credit: Destination NSW

ACTION 2
Implement
succession planning
and knowledge
transfer processes.

Build organisational resilience by implementing succession planning, as well as processes for internal knowledge transfer.

At a governance level, this involves:

- Distributing your night-time economy capabilities across multiple departments and urban disciplines
- Maintaining interdisciplinary night-time economy working groups
- Rotating staff and backfilling night-time economy team roles with other council staff
- Upskilling your night-time economy team through training and professional development
- Documenting key processes and procedures, including external relationships and stakeholder engagement.

These steps will enhance your resource depth, integrate knowledge throughout your organisation and mitigate the impacts of personnel changes.

ACTION 3
Continue to design
and deliver night
time economy-
specific grant
programs.

Grant programs specific to your night-time economy are important for the ongoing sustainability and diversity of your local night-time economy sector.

Use your night-time economy data and community feedback to identify areas for intervention and changes to council's investment in different programs.

Depending on your local needs and strategic priorities, target audiences for grants may be:

- Community groups and organisations
- Artists and cultural operators
- Local businesses and business groups.

Be sure to adopt clear criteria for your grant programs and communicate council's requirements and vision to potential applicants.

You can reduce the administrative burden on grant recipients and council by exploring ways to streamline your evaluation process. As part of this, your application and acquittal processes should be proportionate to the value of the grants on offer. This will help make your grants programs more sustainable and accessible, increasing diversity of applicants and inclusivity in these programs.

TIP 

Ongoing measurement and assessment of your grant programs will help you refine your processes, adjust investment levels, maximise your impact and identify emerging opportunities for innovative programs and approaches.

New York, USA

New York City, commonly referred to as “the city that never sleeps,” is one of the most iconic and exciting cities in the world.

It is home to over 8 million people and is a global hub for commerce, finance, culture, and entertainment. New York City is famous for its night-time economy, which is among the most vibrant and diverse in the world. From Broadway shows to jazz clubs, rooftop bars to underground dance parties, there is something for everyone in New York City after dark. The city’s night-time economy generates billions of dollars in revenue each year, and it is a major driver of tourism and job creation. Despite the challenges posed by the COVID-19 pandemic, New York City’s night-time economy is expected to bounce back as the city continues to reopen and welcome visitors from around the world. Overall, New York City is a dynamic and exciting place that offers an unparalleled mix of culture, entertainment, and economic opportunity.

Key NTE Features

Nightlife governance is centred onto two main bodies: the Office of Nightlife (ONL) and its Nightlife Advisory Board, both part of the Mayor’s Office of Media and Entertainment (MOME), and thus under New York City’s Mayoral purview. Both bodies were created by the introduction of new legislation signed by the mayor in 2017, which grants them permanence.

The ONL is led by an Executive Director and a small team. One of its first activities was conducting a 5-borough listening tour to listen to citizens’ and NTE business needs.

The ONL has also introduced education and harm reduction initiatives to reduce and prevent sexual harassment, overdoses and other risks, in partnership with the NYC Dept. of Health, community leaders and other advocates.



Key challenge:

Until the office was created, NYC agencies (police, public works) were not exchanging information regarding night-time activity. Periodic meetings chaired by the ONL were established to cover this blind spot in policy and decision-making.

While a Prohibition-era regulation known as the Cabaret Law was repealed in 2017, it was still part of the land use language affecting the distribution of night-time activity in the city. The ONL helped raise awareness to help update local policies.

Key lesson:

Cities benefit from incorporating agencies that help centralize information of what happens at night and mediate between stakeholders. ONL introduced free mediation and conflict resolution programs such as MEND.



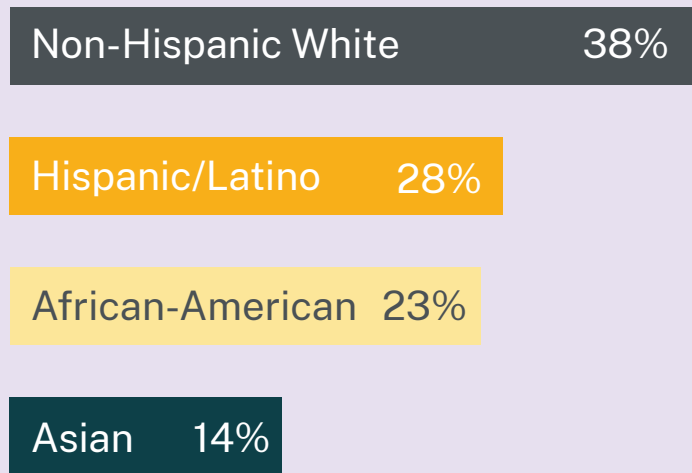
Population
8.3m



Median age
36 years



Cultural diversity



Source: [US www.census.gov](http://www.census.gov) - Quick facts New York
NYC Nightlife Economic Impact Report - 2019

Strategy

A successful long-term night-time economy strategy requires the flexibility to adapt and adjust as circumstances change.

The following actions will help you maintain increasingly diverse, vibrant and attractive cultural and entertainment districts and nightlife hubs in your LGA.

This section provides advice on refreshing your night-time economy strategic framework.

Guidance on developing a night-time economy strategy can be found at **Volume 2: Strategy Action 3**.



Culture Up Late. Credit: State Library

ACTION 1

Review and refresh your night-time economy strategy and planning framework.

Review and update your night-time economy strategy and planning framework on a regular basis to ensure it continues to reflect the priorities and interests of council, local business and the community. Ensure that reviews include opportunities for feedback from key stakeholders and the community.

Consider using formal processes such as submissions during drafting, key strategic documents and place plans (see breakout). Alternatively, consider utilising community panels and advisory groups for seeking advice and testing community sentiment.

In discussion with your internal working group, you may also consider opportunities to align wider policy updates or initiatives – such as reviews of planning controls, design competitions for significant buildings or precincts, and public space planning – with your evolving night-time economy goals.

PLACE PLANS

A place plan is a strategic document that provides a vision, framework and actions for an area's development or renewal over a 10–20-year timeframe.

Place plans focus on public spaces and community infrastructure, and typically look to create vibrant economies through events, activations, infrastructure upgrades and land use changes. They take a place-based approach to planning, involving the community and responding to their values and aspirations.

Place plans are usually developed by the strategic planning and placemaking teams within council. Work with these teams to ensure your council's place plans reflect the evolving character of your night-time districts and support the strategic direction of your night-time economy.

ACTION 2

Innovate and experiment in your night-time economy.

Established night-time economies can be exciting spaces for experimentation. They offer the opportunity to trial new policy and placemaking ideas and explore complex social questions around the role of cities.

Build on existing and previous initiatives, such as trials of innovative placemaking ideas (see **Volume 3: Place Action 3**), to design and deliver experimental programs through your night-time economy.

These experiments may involve:

- Unconventional uses of public space
- Innovative technology applications
- Novel data collection methods
- Sandboxed policy experiments.

Their focus may be targeted at asking questions, testing ideas, identifying opportunities or creating unexpected social interactions. The results of these experiments can lead to permanent policy changes, new programs and initiatives, and innovative solutions to safety, amenity, accessibility or data collection challenges.

TIP

Develop your internal capability or partner with strategic design agencies to take a systematic approach to innovation projects.

Your experimentation methodologies may involve design research, human-centred design and rapid prototyping.

ACTION 3
Implement destination marketing campaigns for your precincts.

At this level of maturity, you should be actively promoting your high-performing night-time hubs and precincts as distinct destinations with unique offerings and experiences, providing a more nuanced and fine-grained approach to destination promotion and marketing.

DESTINATION MARKETING

Destination marketing is the strategic promotion of a particular location or place to potential visitors.

It is focused primarily on increasing visitation, as well as increasing awareness of a location and growing its reputation.

Engage your marketing, communications and tourism teams within council to develop and implement destination marketing campaigns for your key precincts. Work collaboratively to build a value proposition, identify target audiences and develop the marketing strategy and plan.

In developing your promotional campaigns, consider:

- What makes these precincts unique?
- Are they characterised by live music venues, boutique bars or a particular type of cuisine or cultural offering?
- What time of the night are they most vibrant and engaging?
- Who are your current visitors? Who are the potential audiences and customers who could engage with this precinct offering?
- What are the communication channels, partners and influencers that can convey your precinct-level offerings to distinct audience groups?

The York Clarence Kent (YCK) Laneways Precinct in Sydney's CBD is an example of effective destination marketing and positioning for a precinct.

Local businesses, venues owners and creatives came together to incorporate into a precinct, develop a brand and promote it as a unique destination.



YCK Laneways, George Steet, Sydney CBD. Credit: Destination NSW

ACTION 4

Manage sound-related impacts without compromising your night-time economy objectives.

Thriving night-time precincts and districts invariably generate noise – often late into the night. Managing sound in entertainment precincts is a vital component of creating a supportive environment for live music and performance. Ensure your planning controls facilitate the fair management of entertainment sound and that these controls are reflected in planning approvals for new venues and residential developments.

There are a number of steps you can take to manage the impacts of noise, protecting residential amenity without compromising your night-time economy objectives.

TIP

Good neighbour guidance can provide night-time operators with increased awareness of their responsibilities as well as managing community expectations around night-time activity.

They can also provide avenues for mediation rather than resorting to compliance or legal action in the first instance.

See **Volume 2: Strategy Action 4** for more information on good neighbour guidance.

Manage expectations

Communicate clearly with residents to manage their expectations around sound and activity at night.

World-leading night-time economies are upfront with their communities around sound-generating activities, treating this as a trade-off for living in vibrant districts and precincts.

Wollongong City Council and Newcastle City Council have been using a 10.7 Planning Certificate (previously known as a Section 149 Certificate) to notify new residents that they reside in a part of the city that supports late-night activity. When people purchase a property in one of these areas, the certificate is attached to the contract of sale, notifying purchasers that their property is in a late-night area.

Control noise

Advise businesses with extended trading hours how they can effectively manage sound-related impacts, encouraging respectful practices and communications with neighbouring residents and venues.

Refer to the NSW Government [Extended Business Hours Noise Guide](#) for example measures night-time operators can take to control noise from late-night activities.

The Special Entertainment Precincts legislation (see below) is a planning initiative of the NSW Government to enable councils to manage sound-related impacts in designated night-time precincts.

New legislation (Vibrancy Reform) has passed by the NSW Parliament which changes the process for managing sound-related complaints for licenses premises and strengthens the framework for Special Entertainment Precincts.

Further information on the Vibrancy Reforms can be found on the Office of the 24 Hour Economy Commissioner website.

Check compliance

Ensure night-time activities do not contravene the planning framework you've put in place to ensure good order within a neighbourhood.

Demonstrating compliance with planning policies and the associated requirements for operators can be an effective way to resolve noise complaints.

TIP

In many cases increased residential density can occur in established night-time precincts and districts without limiting after-dark activity.

See **Volume 4: Strategy Action 2** for more information on introducing mixed-use zoning.



Special Entertainment Precincts allow councils to designate areas where live music is actively supported, managing potential conflicts through their local noise management plans.



For more information

Contact your council engagement manager at the Office of Local Government

olg@olg.nsw.gov.au

Enablers

Special Entertainment Precincts

Special Entertainment Precincts are facilitated by the Local Government Act and are designated areas where trading hours and sound from licensed venues with amplified music is managed by councils through their precinct management plans.

Dedicated live music and performance venues in these precincts can trade for an additional 2 hours under the Liquor Act 2007 No 90 on nights that they have performances. If a venue provides 2 nights of performance a week, it can trade for an additional hour on all other nights of the week.

Relevance This NSW Government initiative provides a policy mechanism for councils to identify and manage areas where there is a fair expectation of sound from licensed premises. Councils establish their precinct by amending its Local Environmental Plan to map the precinct boundaries. Councils prepare specific local rules including sound levels and trading hours in a precinct management plan and notify current and future residents of the precinct.

Impact Through a recent pilot of the program, the Inner West Council in Sydney has determined to make Enmore Road a permanent Special Entertainment Precinct.

Further guidance and a coordination service will be established to support councils wishing to implement SEPs in their LGAs.

Place

Sustaining successful night-time activities and events requires close attention to the physical and social environments in which they occur.

The following actions will help you harness opportunities to create and maintain dynamic, vibrant places within your night-time economy.

ACTION 1

Harness your creative industries to drive diverse initiatives.

At this level of maturity, your after-dark offerings are engaging, innovative and culturally diverse. They are a clear differentiator for your city and your night-time economy.

The next step is to harness your local creative industries and innovators to drive diverse initiatives.

Review current and previous programs supporting your local creative industries and cultural scene, including grant programs (see **Volume 4: Strategy Action 1**) and the use of council facilities and cultural infrastructure for activations and temporary events (see **Volume 3: Strategy Action 3**).

Build on these programs to provide more formal access to council-managed public spaces through creative maker spaces, artist residencies and office use. This will further develop your creative industries, enabling operators and organisations to scale up their initiatives.

TIP

You should also establish forums to bring local creatives, innovators and start-ups together to solve local problems or to open up new opportunities for collaboration between the creative industries and night-time economy.

Incubators, accelerators, pitch nights and seed funding grants are effective ways to harness the inventive and entrepreneurial capabilities of your community.

ACTION 2

Develop appropriate precincts into 24-hour hubs.

With an established night-time economy, you now have the capability and policy levers to manage a new level of complexity.

This is the time to consider which of your precincts – if any – lend themselves to 24-hour activity.

Use your night-time economy strategy, stakeholder interest and evidence base to select locations to become 24-hour precincts.

24-hour precincts are a function of high-volume demand.

Encouraging 24-hour activity will depend on market conditions, as well as land-use planning and incentives.

24-hour economies are characterised by daytime activities and services being available during the night. Many of these uses are not hospitality or entertainment focused, but ordinary amenities such as retail, fitness, transport, education and healthcare. These services create a denser mix of activity, providing opportunities and jobs as well as the lifestyle, services and amenity attractions that generate vibrant, well-functioning communities.

You will already have some venues, businesses and services operating into the late night. Explore ways to encourage more operators to embrace 24-hour trading – particularly in the area of lifestyle, services and amenities – including through incentives.

Revisit your planning and regulatory frameworks to make sure that trading hours allow for extension. Ensure you have appropriate supporting services and infrastructure needs in place.

TIP

The Codes SEPP already has standard hours of operation / trading hours which are 24 hours in some zones for specified uses.

Look at where these zones apply to your LGA and range of existing businesses located within those that could operate 24/7.

ACTION 3

Deliver a signature night-time festival.

The great night-time economies of the world have signature events that market their cities nationally and internationally. These events are closely aligned to their city's creative brand, growing their reputation as global destinations and driving visitation. Vivid Sydney delivers on this kind of vision and impact and is delivered as a collaboration across multiple government agencies, and between state and local government.

Identify opportunities to deliver a night-specific festival or program of events that embodies the character of your city and differentiates your precincts.

You may not have the resources to deliver a festival on the scale of Vivid, but you have piloted precinct-wide events and activations. Do any of these have the potential to become flagship events for your night-time economy and your city? Who could you collaborate with to conceptualise, plan and deliver a signature event?

You should aim to create events or festivals that can be repeated annually, cementing their position in the state's events calendar. Your potential audience will then grow year on year, driving increased promotion and attracting visitors from across Greater Sydney, NSW and Australia.

ACTION 4

Empower business and creative communities to drive precinct visions and outcomes.

At this level of maturity, there should be a number of key businesses and creative groups working towards great night-time economy outcomes in each of your precincts and districts. You will have consulted these operators at various times and they are likely to have received grants or support to participate in your programs and initiatives.

These are the leaders and trendsetters for your precincts. Their understanding of your hubs and districts – and their energy to realise the potential of these places – is key to sustaining an established night-time economy.

The next step is to empower these precinct leaders to take ownership of the strategic direction of their precincts. In practice this means:

- Passing responsibility for developing a shared precinct vision and plan to these groups
- Allowing them to determine the identity and offering of their precinct, aligning stakeholders around coordination and engagement activities
- Acknowledging their authority to advocate on behalf of the precinct, including to council
- Supporting them to align with and deliver on your night-time economy strategy and programs.

Your aim is to establish self-sustaining districts, empowering business and creative communities with responsibility for the vision, strategy and identity of their precincts.

These communities should bring together driven, resourceful and accountable local businesses and creatives – groups with a vested interest in the success of a precinct.



Your local area already has engaged, invested businesses and creative groups.

Involving these communities in your night-time economy vision is necessary for sustainable and innovative outcomes.



For more information

Contact the Office of the 24-Hour Economy Commissioner

24hour@enterprise.nsw.gov.au

TIP

This action may involve bringing different operators together to align their interests, building their capabilities or supporting them to incorporate as associations with formal governance structures.

- The **Uptown Accelerator** (see below) is an example initiative that brings engaged businesses and creatives together to take an active role in shaping locally authentic, shared visions for their precincts.
- **Volume 4: Governance Action 3** offers more guidance on governance support and training you can provide to precinct-based groups, as well as information on the Purple Flag program, which supports the enhanced governance of local precincts and districts.

Enablers

Uptown Accelerator

The Uptown Accelerator supports district teams – groups of businesses – to develop shared night-time economy visions and plans.

The Accelerator is Stage 1 of the NSW Government’s Uptown Program. After completing Stage 1, district teams are eligible to apply for \$200,000 in seed funding to implement their vision and plan as part of Stage 2.

Relevance	The Uptown Accelerator is an effective way to bring local business communities together to generate a collaborative vision and shared responsibility. It does this through capacity building to align local business communities around coordination and engagement activities.
Impact	The <u>Brookvale Arts District</u> and <u>YCK Laneways</u> groups are examples of highly engaged business communities investing in a shared vision for their areas.

Data

Making your data ecosystem open and transparent is key at this tier of maturity. As is converging new datasets – especially as your capacity to leverage data from a variety of sources increases.

Open data can provide greater transparency, accountability and innovation in various fields. It can be critical in upskilling and empowering business organisations and networks in your local area to become more data-literate contributors to your data ecosystem. By creating a disciplined, transparent and accountable data ecosystem, your LGA can also become a partner and contributor to national and international research on the night-time economy, further enhancing your capacity to deliver an established and evolving night-time economy.

Converging data can provide a more comprehensive understanding of complex problems and inform decision-making across your night-time economy.

ACTION 1

Communicate to your community how data is shaping place.

Be transparent about your increasingly sophisticated data capabilities, including the diverse sources contributing to your data ecosystem and how data is enhancing the quality of governance, placemaking and people's experience of places within your night-time economy.

As a data-literate organisation, you should communicate directly with stakeholders about:

- The kinds of data being collected
- How data is being used
- How potentially personally identifiable information (PII) is being securely stored, handled and ethically treated.

You may find it useful to consider the NSW Government's data policy when determining your approach, and give thought to how you can cultivate trust in the ways your organisation collects, manages, uses and shares data. Some of the core principles detailed in the NSW Government policy include:

- Fostering trust
- Providing effective data governance
- Facilitating Indigenous Data Sovereignty
- Providing legal and policy context
- Considering data ethics.

ACTION 2

Use smart technology to support measurement of our key success factors.

Smart technology is one tool to bring sophisticated data collection into your measurement and evaluation processes. A key example is deploying sensors in public places to help you understand how they are being used in real time and obtaining fast feedback on activities at a very local level.

The introduction of these technologies should be done with careful consideration and in consultation with your community and key stakeholders. Consider how you will discuss issues of privacy, uses of public space and other sensitivities with residents and businesses. Work with your community engagement and communications teams to understand hesitations and concerns.

While many private place managers and commercial operators are using smart technologies, there are particular considerations and challenges when public entities such as local governments use place-based data capture. It may be helpful to review the [NSW Smart Places Playbook](#), which outlines a process that councils can follow to identify and deploy smart solutions to help achieve the ambitions of a place and its people. It also provides links to relevant case studies, policies and standards.

Alongside the Playbook, the **NSW Smart Public Places Guide** (see below) introduces the role of technology in delivering better public spaces outcomes for communities, and describes the key principles, processes and considerations for creating smart public places.



While smart technologies can provide valuable information about your night-time places and precincts, people need to be informed of the data being collected and how it's being used.



For more information

Contact the Smart Places Team at Transport for NSW

smartplaces@planning.nsw.gov.au

Enablers

NSW Smart Public Places Guide

The [NSW Smart Public Places Guide](#) introduces the core ideas for bringing data and technology into public spaces. Alongside the [Smart Places Playbook](#), it forms part of the Smart Places Toolkit developed by NSW Government to help deliver more resilient places that respond to community needs.

Relevance	The Guide provides advice on enabling connectivity in public places, generating and collecting place-based data, and using it to make informed decisions.
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Impact	Smart technologies provide key opportunities for innovation in the night-time economy. These include using smart lighting, sensors and data analytics to design places, create digitally interactive environments and dynamic lighting displays. These applications and interventions can enable greater social connection, improved amenity and wayfinding, and enhanced decision-making.
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ACTION 3

Validate investment in your precincts by measuring value uplift.

Use your enhanced data capabilities to measure the long-term value of investment in your precincts in terms of more complex economic and return on investment (ROI) indicators.

These indicators may incorporate the following metrics for your night-time precincts and the broader area:

- Increased property prices
- Reduced time on market for sale and rental premises
- Increased business diversification
- Increased development investment.

These are some of the city-shaping impacts an established night-time economy can have on an LGA.

You may find there are departments within your organisation that can contribute further to your insights or add depth to your data. Use your council-wide project team to canvas new sources of data and insights, such as your organisation's strategic urban planning and economic development staff.

ACTION 4

Empower others to leverage night-time economy data through open data portals.

Consider opening your data to the community and business. Businesses and networks will be able to use the data to make more informed investment and operational decisions, while the community will have an interest from a transparency perspective.

Data sharing and open data portals require the right platforms and cybersecurity considerations – as well as data privacy protections. Offer suggestions on the kinds of data business operators and networks could find useful and that they have permission to access through your data ecosystem. Be clear as to the usage and management of any data that may be accessed by the private sector, local networks and cultural associations.

Within your own organisation, there is an opportunity for the data and insights you harness to contribute to and intersect with other council strategies and policies. The **Data After Dark program** (see **Volume 2**), developed by the Office of the 24-Hour Economy Commissioner, provides guidance and a useful tool to help you use data in a more advanced and cross-sectoral way.

The benefits of open data portals may be felt in intangible ways such as improved trust and transparency or increased innovation. As your organisation develops its data capabilities, you may consider providing data into city apps to improve the decision-making of night-time economy participants in real time.



London, UK

London is one of the world’s most vibrant and diverse cities, with a rich history, a thriving arts and cultural scene, and a reputation as a global center for finance and business.

One of the key features of London’s cultural landscape is its night-time economy, which is a major contributor to the city’s economic activity and cultural vibrancy. London has a night-time economy that is estimated to be worth over £26 billion (\$36 billion USD) annually. The city with the oldest tradition of studies and policies, dating from the early 2000s.

Key NTE Features

The London Observatory and High Streets Data Store are two data projects that provide valuable insights into the night-time economy of London. The London Observatory

is a data platform that collects and analyzes a wide range of data on the city’s economy, including its night-time economy, while the High Streets Data Store is a tool that allows users to access data on various aspects of London’s high streets, including footfall, occupancy rates, and retail sales.

Together, these data projects provide valuable insights into the performance of London’s night-time economy, including the number of businesses operating in the sector, the economic impact of the night-time economy, and trends in consumer behavior and spending patterns.



Key challenge:

A large city (+9M people) comprised by many different and independent boroughs

A third of everyone working in London works at night (1.6 million people). Two thirds (65 percent) of Londoners are regularly active at night.

Key lesson:

The city has introduced a Night Time Observatory: a data collection project within the framework of the London Datastore or the city's open data portal. This project centralizes geo-referenced information on issues such as the vitality, safety and quality of life of neighborhoods at night, and makes it available to citizens. The London investment into NTE data is creating a more informed NTE policy and measurable impacts.



Population

9m

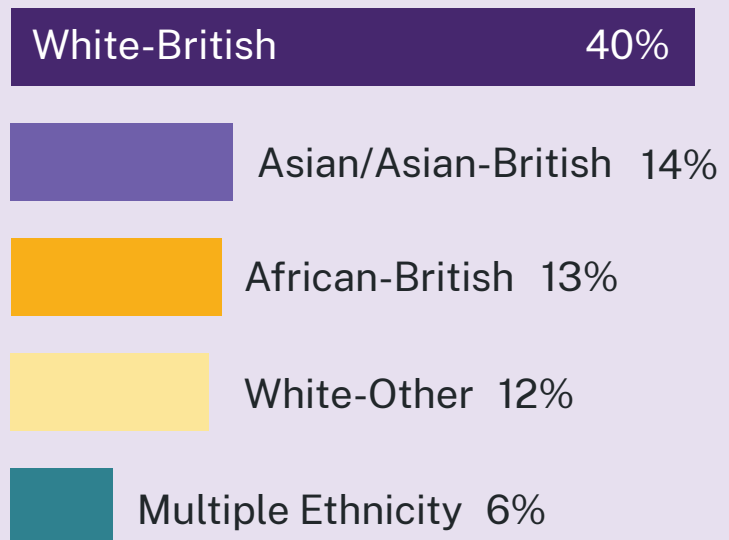


Median age

36 years



Cultural diversity



Source: [London Datastore Londons 24-Hour Economy](#)

Next steps

Undertaking the actions outlined in this volume helps to maintain your night-time economy as a vital component of your local economy and community.

Having completed these actions, you should reassess where you are against your original vision and goals:

- Do you have the organisational capability and resources to sustain your night-time economy, overseeing the actions and processes outlined in your night-time economy strategy?
- Where are you getting your inspiration to improve and refresh your night-time economy?
- Are business and creative communities taking a lead role in the vision and coordination of your night-time precincts?
- What are the potential risks or disruptions associated with an established night-time economy?
- How can you share your knowledge and experience to support others improve their night-time economies?

TOOL

Use the **diagnostic tool in Part 1** of the toolkit to reassess your maturity and capability.

This will tell you how far your night-time economy has advanced from your original position – as well as how much your organisational capability has improved.





This is the most advanced level of the Maturity and Capability Framework.

- Continue to monitor the performance of your night-time economy against your key indicator framework
- Undertake reviews every 2-5 years to evaluate the impact of your activities and programs
- Adjust your activities and initiatives as required
- Continue to use this toolkit to target your efforts, especially as new challenges emerge and your organisational capability evolves

Checklist

Use this checklist to track the progress of your actions across governance, strategy, place and data.

Once you've completed all the recommended actions, progress to next steps.

Framework	Focus	Action	In Progress	Complete
Governance 	Resources and funding	Retain night-time economy experts within your organisation		
	Organisational structure	Implement succession planning and knowledge-transfer processes		
	Capacity building	Continue to design and deliver night-time economy-specific grant programs		
Strategy 	Integrated planning	Review and refresh your night-time economy strategy and planning framework		
	Diversification	Innovate and experiment in your night-time economy		
	Changing the narrative	Implement destination marketing campaigns for your precincts		
	Residential amenity	Manage sound-related impacts without compromising your night-time economy objectives		
Place 	Participation	Harness your creative industries to drive diverse initiatives		
	Location and time	Develop appropriate precincts into 24-hour hubs		
	Appeal	Deliver a signature night-time festival		
	Business	Empower business and creative communities to drive precinct visions and outcomes		
Data 	Placemaking	Communicate to your community how data is shaping place		
	Measurement	Use smart technology to support measurement of your key success factors		
	Evaluation	Validate investment in your precincts by measuring value uplift		

