



**GLOBAL
NSW**

Sydney 24-hour Economy Strategy

NSW Treasury

September 2020



Acknowledgement of Country

We would like to acknowledge the traditional custodians of the lands across Greater Sydney. We pay our respects to the Aboriginal Elders of these lands, past and present.

We acknowledge the deep connection to Country that Aboriginal people have and recognise Aboriginal people as the original custodians of this land.

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01

Introduction from the Minister

Section 01

From the Minister



At its core, our objective is to create a 24-hour city that is world-renowned for its vibrancy, diversity, safety and access to amenity right throughout the day and night. To compete on the world stage and create jobs, we must have a fantastic after-dark experience and 24-hour amenities for all to enjoy.

Our status as a 24-hour metropolis is critical as we continue to expand our economy to cater for the needs of a growing population and reinforce Sydney's position as a truly global city, particularly in light of the COVID-19 pandemic, which requires us all to reimagine how we use space and increase productivity throughout the 24-hours of each day.

The night is an integral part of Sydney's commercial, cultural and social fabric, providing huge potential. While this Strategy was designed in consultation with key industry players in Sydney's night-time economy and local government, the insights and actions enclosed here are scalable and applicable to regional locations across our state.

Deloitte Access Economics* estimated that the value of Greater Sydney's night-time economy in 2017 was \$27.2 billion supporting 234,000 jobs with an estimated \$16 billion in potential economic uplift and associated jobs creation. Now more than ever, the NSW Government is determined to unlock this potential and grow jobs across our 24-hour Economy.

In past years, our night-time offering has been in the spotlight for being too heavily centred on the consumption of alcohol and associated violent incidents. Measures were taken in 2014 to reduce the impact of alcohol-fuelled violence and to create a safer city after dark. The decision to roll back some of these laws from January 2020 has provided the foundations to invigorate our night-time offering and the Strategy is intended to strike the right balance between the safety we need and the vibrancy we deserve.

COVID-19 has had devastating effects. While the global pandemic has had a sobering impact on the majority of our night-time industries, it has given us a tremendous opportunity not only to plan to re-open Sydney's night-time economy, but also to re-shape the meaning of Sydney's night-time experience and in doing so, lay the ground work for a truly 24-hour city. This Strategy will also act as a pathway for recovery through growth via implementation of the 39 action items over the near, medium and long term.

This 24-hour Economy Strategy ('the Strategy') is the culmination of years of thought leadership by industry and local government with key insights from the NSW Government packaged together into a plan to enhance the vibrancy, diversity, inclusiveness and safety of Sydney's 24-hour economy.

*<https://www2.deloitte.com/au/en/pages/future-of-cities/articles/imagine-sydney.html>



To achieve this, the Strategy focuses on actions that will extend the productivity of Sydney’s daytime economy into the night – to give businesses and consumers, councils and community groups an opportunity to keep the lights on beyond the traditional business day.

As such, this Strategy intends to enhance and develop the night-time economy (how our people spend their leisure time after dark) to realise its huge social and economic potential. With more business activity through the night comes more opportunities for employment and greater choice for how locals and visitors interact with our city.

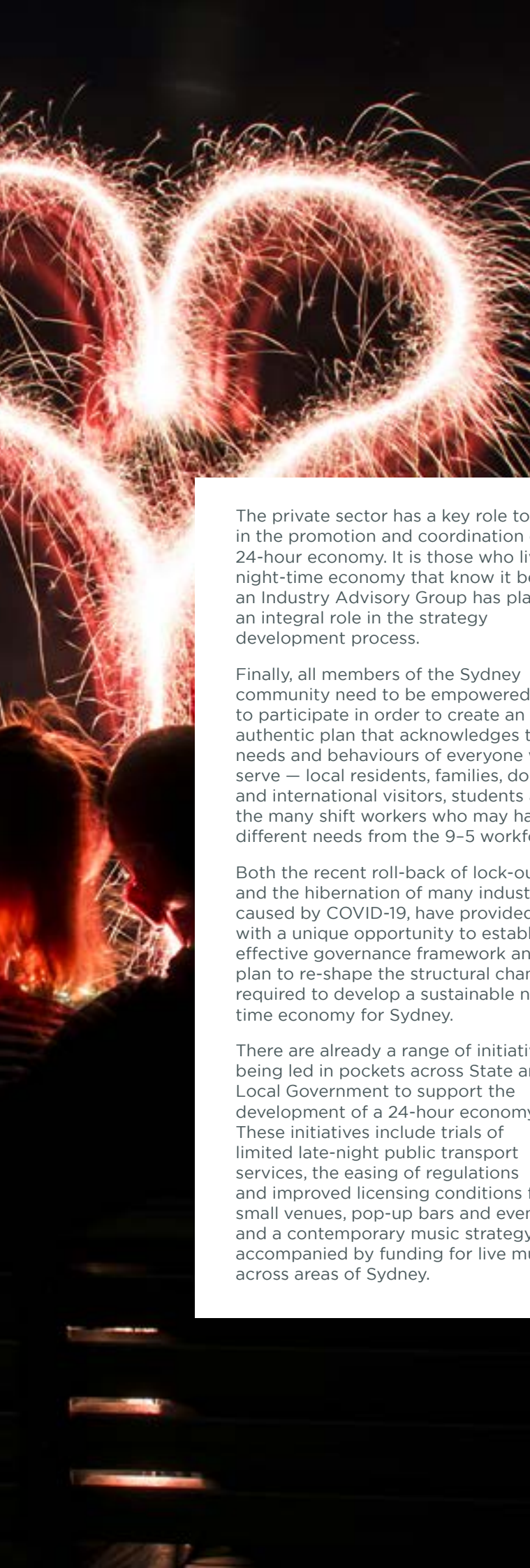
The city changes from the early evening into the night. A dynamic night-time offering encompasses a breadth of hospitality venues, theatre, live music, festivals, performance, shopping, nightclubs, food markets and sport events, attracts visitors and entrepreneurs, creates jobs and drives the economic development of cities.

There is an interdependency amongst every part of the night-time ecosystem, which is made up of the everyday services that people rely on. Cafes, bars and restaurants, artistic institutions, retailers and the transport networks are all integral to this mix.

The recommendations in this document are born from industry, adopted by Government and require the collective efforts of multiple stakeholders to encourage a geographically dispersed spread of night-time activity, consistent regulation and improved infrastructure right across Sydney, providing for a safe and inclusive experience for all members of the community.

A substantial amount of work has been conducted on the night-time economy in Sydney, other Australian cities and internationally. This Strategy builds upon what has already been done.

We also acknowledge the ongoing work undertaken by Local Government NSW, who formed the Night-time Economy Councils’ Committee in 2017. This committee has been an integral partner in the development of this Strategy, sharing information on best practices and helping identify key requirements so the Strategy can be implemented with consistency.



The private sector has a key role to play in the promotion and coordination of the 24-hour economy. It is those who live the night-time economy that know it best, so an Industry Advisory Group has played an integral role in the strategy development process.

Finally, all members of the Sydney community need to be empowered to participate in order to create an authentic plan that acknowledges the needs and behaviours of everyone we serve — local residents, families, domestic and international visitors, students and the many shift workers who may have different needs from the 9-5 workforce.

Both the recent roll-back of lock-out laws and the hibernation of many industries caused by COVID-19, have provided us with a unique opportunity to establish an effective governance framework and a plan to re-shape the structural changes required to develop a sustainable night-time economy for Sydney.

There are already a range of initiatives being led in pockets across State and Local Government to support the development of a 24-hour economy. These initiatives include trials of limited late-night public transport services, the easing of regulations and improved licensing conditions for small venues, pop-up bars and events and a contemporary music strategy accompanied by funding for live music across areas of Sydney.

Councils work to improve lighting and urban design to make our places safer, provide grants to encourage businesses' diversification and planning continues for investment in the development of new entertainment, retail and innovation precincts right across Sydney.

Now it is time to consolidate all this effort and go a step further to establish a holistic and unifying strategy that brings together every corner of our night-time economy around a common vision.

This Strategy provides a clear pathway forward, with a set of actions that make us all accountable. A 24-hour Coordinator General will be introduced to ensure these actions are implemented and monitored. The Coordinator General will act as the central point of contact and champion for the sector across Government.

We will be instigating a rigorous measurement criteria and evaluation process to allow us to gauge progress over time — to ensure that this Strategy can illuminate the night so that a bright vision of Sydney's future can be shared by us all.

The Hon Stuart Ayres MP
**Minister for Jobs, Investment,
 Tourism and Western Sydney**

A lot has already been done

This Strategy builds on the NSW Government's efforts over recent years to support a safe and vibrant nightlife, improve the way industry is regulated, increase business certainty and viability, and encourage venues that provide safe environments for patrons.

A recent significant action has been the Government's proposed amendments to the Liquor Act under the Liquor Amendment (24-hour Economy) Bill. The Bill underwent public consultation in May and June 2020. It intends to introduce new measures that strike the right balance between public safety and a vibrant 24-hour economy.

The Bill:

- Proposes a new incentive and demerit point system to streamline the existing sanctions scheme. This aims to incentivise well-run venues, minimise violence and reduce serious liquor law breaches.
- Supports live music and entertainment by removing outdated entertainment conditions on liquor licences and making it easier for venues to change or remove their existing live music conditions.


- Introduces an evidence-based approach to help manage the density of licensed premises and associated risks of alcohol-related violence and anti-social behaviour in areas of high venue concentration.
- Further aligns liquor licence and planning processes, allowing small bars to diversify their offering to families and other customers, and introduces improvements to the regulation of the industry by removing red tape and reducing overlap.

The Strategy will work in tandem with the reforms introduced in the Bill, supporting a broader diversification of Greater Sydney's 24-hour economy.

In June of this year, the Government relaxed the precinct freeze restrictions for existing licensed premises, permitting hotels, clubs, nightclubs and packaged outlets to apply for extended trading and patron capacity increases in certain areas.

In February 2020, the Minister for Customer Service announced that more than 30 venues across NSW would now be able to offer a wider range of live entertainment, following the Government's decision to abolish outdated liquor licence conditions.

- These venues had used a streamlined assessment process offered by Liquor & Gaming NSW in 2019 that waived the usual \$110 application fee and delivered faster outcomes.



These measures followed the Government's decision in January 2020 to lift the general lockout restrictions in the CBD, and blanket restrictions on serving certain drink types; as well as relaxing restrictions on 'last drinks', extending take-away liquor trading hours for eligible premises; and increasing maximum patron capacity for small bars.

This decision came in response to the 2019 NSW Parliament Joint Standing Committee Inquiry into the Sydney Night Time Economy.

In January 2019, the NSW Government delivered \$1.5 million in funding to stimulate the NSW night-time economy.

Key initiatives included:

- payroll tax changes for NSW businesses
- \$500,000 in grants through the Activate Sydney @Night Program across seven Sydney precincts from Liverpool to Walsh Bay
- \$1 million to support new contemporary music and increase participation in live music events
- a trial of a new licensing option for micro-breweries and small distilleries to make it easier for these businesses to start up and trade
- analysis of better ways to integrate liquor and planning approvals to reduce red tape for licensed businesses.

Also, in 2019, a trial of a new licence for pop-up bars and events was launched to help activate and diversify NSW's night-time economy in the seven key precincts of Darlinghurst, Haymarket and George Street, Opera House to Walsh Bay, Pyrmont, Newtown, Liverpool and Parramatta. George Street has been transformed into a thriving boulevard, opening new opportunities for vibrant street-side activations.

Access to these thriving new hubs is supported by the new light rail, metro and rideshare services.

Other Government measures have included:

- Music Now Fund: the Government has invested \$1 million to support 30 contemporary live music and pilot arts and cultural programs
- Liquor Accords Grants Program: grants of up to \$15,000 were made available in 2019 to promote initiatives to boost public safety and minimise alcohol-related harm in and around licensed premises, and in other public and private spaces
- Club Grants Category 3 Fund, which reinvests 0.4 per cent of a club's gaming machine profits over \$1 million back into community projects
- interim restaurant authorisation: allows restaurants and cafes to begin trading as soon as they lodge their liquor licence application.

In response to COVID-19, the NSW Government has announced more than \$15.7 billion in health and economic support measures, as at August 2020, including the \$1 billion Working for NSW Fund. This has included significant assistance for NSW's small and medium sized businesses, including those in the Night Time Economy sector, that have been among the hardest hit by the pandemic.

NSW Government measures have been wide-ranging and aim to increase cashflow, boost business liquidity, retain employees and build business resilience during COVID-19, including:

- payroll tax changes for NSW businesses
- waiving of licence, registration and permit fees
- direct financial and non-financial support to SMEs
- support for the NSW small-medium arts and screen sector, including \$6.34 million announced by Create NSW in April 2020.

02

A unified
vision for
Sydney's
24-hour
economy

Section 02

Sydney's 24-hour Vision

There are cities and then there are cities.

Places that exist, not just on maps,

but in culture, nostalgia and in our wildest imaginations.

There are cities that never sleep but somehow keep you dreaming.

Global cities.

Sydney is one of them.

A city where our bright future and our rich past meet in a thousand different ways. Surrounded by a place like this, it might seem easy to get complacent.

But not us.

We strive to create an ever-more vibrant home — in every way, at every hour.

True cities of the world never stop.

They surprise and evolve.

They are not just open to change.
They embrace it.

Sydney does this.

And, now let us build on our 24-hour experience — and shine a spotlight on what we have to offer.

A spirit of 'welcome' that stems back to our Aboriginal heritage.

A spirit of storytelling and community building.

A place where everyone feels safe.

Where we are all able to participate.

Where we can unleash our creativity and celebrate self-expression.

Where we also value our functional amenities — late-night pharmacies, all-hour gyms and accessible public transport.

All creating a happier, more fulfilled society.

That's our night-time dream, Sydney.

It's ambitious but absolutely achievable.

03

Summary of the Strategy's approach



Section 03

Purpose of this strategy

There has been much thinking done in this space already and many documents published. However, this Strategy is unique. It is intended to not only build upon existing thinking, but to capture a unified and holistic roadmap to realise Sydney's potential as a 24-hour city.

This Strategy aims to deliver the following outcomes:

- » **Bring together a single plan:** Working with industry, councils and NSW Government agencies, we have assessed a range of initiatives either previously trialled, proposed or new and placed them into a single integrated strategy.

- » **Streamline:** We have sought to bring together strategic and decision-making functions from across Government and create singular points of contact and accountability wherever possible. This approach aims to make it easier for consumers and businesses, councils and Government to engage with the 24-hour economy.

- » **Connect:** This Strategy sets up a framework to connect multiple Government agencies, councils, industry and community groups and establishes a new 24-hour economy Coordinator General. There will be clear roles and responsibilities for each actor to collectively improve the quality of the 24-hour economy experience.

- » **Drive action:** By working collaboratively and with subject matter experts, this Strategy enables Government, councils and industry to consider new activities, policies and recommendations through the lens of both what is important and what is possible.

- » **Create a more consistent offering:** The actions in this Strategy aim to activate a 24-hour experience that is consistent across Greater Sydney, but still representative of Sydney's diverse identities. This will be a new value proposition to make Sydney's 24-hour economy attractive to visitors, workers and residents to engage with a wider variety of what's on offer.

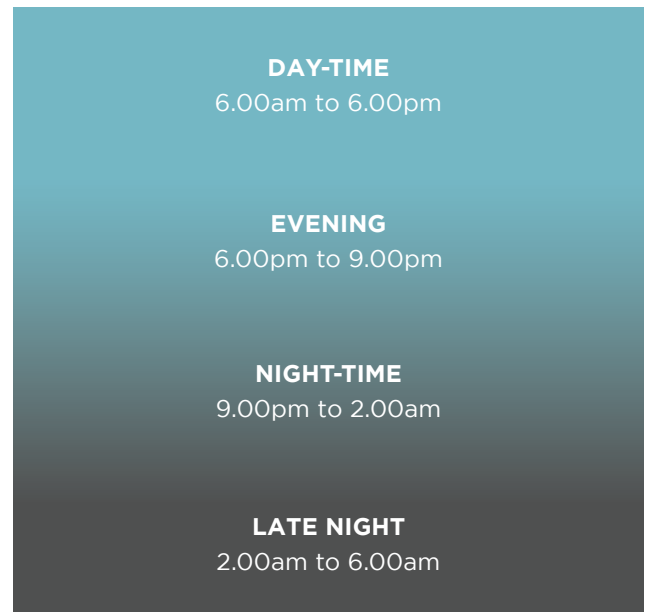
- » **Anchor what is most important:** This Strategy carefully considers the impact of recent events on our economy and sets up a framework to continually engage with industry and the community to understand and overcome the biggest barriers to success.

What is a 24-hour economy?

When we talk about a 24-hour economy, the focus is on how we make our economy just as vibrant, productive and diverse in the night as it is throughout the day.

The night-time economy consists of all the activities that take place as the traditional 'business day' ends. There are three distinct night-time periods (as set out in the diagram on the right), each with their own set of dynamics and community needs.






The night-time economy is made up of a broad range of industries. These include 'core businesses' such as restaurants, cafes, pubs, bars, theatres, festivals, markets and live music and 'non-core' or supporting businesses, including transport, retail, service industries, educational establishments and gyms.



Examples of core night-time economy businesses:

 <p>Entertainment</p>	<ul style="list-style-type: none"> • Performing arts, music and culture • Live sports and recreation activities • Cinema • Night clubs • Galleries and cultural institutions
 <p>Food activities</p>	<ul style="list-style-type: none"> • Cafes • Restaurants • Food trucks • Food markets • Food delivery services
 <p>Drink activities</p>	<ul style="list-style-type: none"> • Bars • Pubs • Hotels • Liquor retailing • Wine tasting

Examples of supporting night-time businesses:

 <p>Health</p>	<ul style="list-style-type: none"> • Pharmacies • Medical centres • Gyms
 <p>Groceries</p>	<ul style="list-style-type: none"> • Supermarkets • Convenience stores • Fresh food stores
 <p>Hospitality</p>	<ul style="list-style-type: none"> • Accommodation • Retail Business types • Clothing • Book shops • Homewares • Department stores
 <p>Transport</p>	<ul style="list-style-type: none"> • Public transport • On-demand services
 <p>Services</p>	<ul style="list-style-type: none"> • Dry cleaning • Beauticians and spas

Why a well-planned and well-managed 24-hour economy matters to Greater Sydney

There are many reasons why we must place more concerted effort into activating our economy across more hours of the day. Having night-time hubs that are vibrant and diverse will drive more foot traffic into these areas, which creates a feeling of community connectedness, safety and increased 'dwell time' (the length of time a person remains in a specific area).

Increased dwell time relates to increased customer spending, especially in retail environments, which enables businesses to expand their trading hours. This provides more jobs and greater capacity for industries to grow and small businesses to expand.

With more businesses expanding, there is increased demand for space, which creates opportunities for building owners to better utilise and re-use spaces that might otherwise be dormant, including utilising land and infrastructure for creative sectors such as art, performance and music.

A thriving creative sector drives increased cultural activation, which helps to create identity and drives a city's distinctiveness and reputation. This is critical to maintain interstate and international visitation, attracting and retaining talent across the State's workforce and, ultimately, preserving Sydney's position as one of the world's truly global cities.



Economic growth



More jobs



Geographic dispersal of activities



Improved city reputation



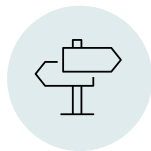
Diversity of experience



Inclusivity for all



Satisfaction & wellbeing



Accessibility



Community building



Sense of identity



Better space utilisation



Improved safety



Cultural activation



Improved visitor appeal



Attract & retain talent

Insights shaping Sydney's 24-hour economy

During the development of the Strategy, NSW Treasury commissioned a series of community discussion workshops across Sydney to uncover perceptions of Sydney and its night-time offering. These comprised seven workshops, run in Western Sydney and in the Sydney CBD and included several demographic groups, to surface a representative range of perspectives from everyday consumers of the Sydney night economy.

Insights from the workshops were then taken and converted into an online survey to get quantitative validation of these perceptions across a larger sample size of 1,500 Sydneysiders.

The vast majority of people living in Sydney feel a sense of pride and connectedness

84%

of respondents agree that they feel proud to live in Sydney

79%

of respondents agree that Sydney has a strong identity

Respondents generally describe Sydney in positive terms, with people using words like beautiful and vibrant.



However, current perceptions of our night-time offering are not as strong.

53%

of people think Sydney has the best night-time offering in Australia.

56%

of people agree Sydney's night-time experience has been getting worse over the years.

64%

of people working in creative industries feel that Sydney's night-time offering is vibrant

When it comes to participation in the night, behaviours are changing.

78%

of people would like more night-time activities that do not centre around alcohol

83%

of people agree that they would prefer night-time experiences that allow them to socialise in more intimate environments

83%

of people aged 18-29 years agree that they would prefer to spend their money on experiences over material objects

48%

of people aged 18-29 agree that they prefer to socialise in online environments over the physical world

Most people would like to engage with more parts of Sydney, but lack awareness about what Sydney's various areas have to offer.

70%

of people agree that they tend to go out at night in the same places, particularly those living in the Eastern Harbour City and Central River City

71%

of people agree that they would explore more parts of Sydney at night if they knew more about them, particularly the younger generation

65%

of people use word-of-mouth to find out what to do at night in Sydney, versus 49 per cent via social media

Many people want to have input into shaping our night-time economy, but most don't know how to contribute.

57%

of people would like to collaborate with their local government to have more of a say in what goes on locally

67%

of people are unsure how to engage with local government

13%

engage with a local government website to find out what's going on

The following 'spiderweb' graph highlights the ideal night-time experience as ranked by Sydneysiders versus the actual experience in recent years. There is an expectation gap that Sydneysiders face as they engage with Sydney's current night-time offering.



This exercise highlights the 'expectation gap' between what's desired and the actual delivery of the experience. The bigger the gap, the bigger the deficit. It shows that Sydney is under-delivering on all fronts, but in particular in affordability, hygiene, safety, night-time transport choice and being welcoming and inclusive for all.

To capture this information, a range of statements were shared relating to the attributes of a night out. Respondents were asked to rate each attribute out of 10 in terms of what their ideal experience would be and then rate each attribute in terms of the actual experience in Sydney.

Developing our strategic framework

A strategic framework has been developed to streamline efforts and unite stakeholders around a single vision. This framework was developed in partnership with State Government, councils and industry representatives as a way to organise the many opportunities that exist, alongside a set of overarching success measures and enablers.

Overarching Success Measures:

A set of outcomes to measure the effectiveness of this Strategy. These success measures consist of economic, social and cultural outcomes and are described in more detail in section 5 of this document.

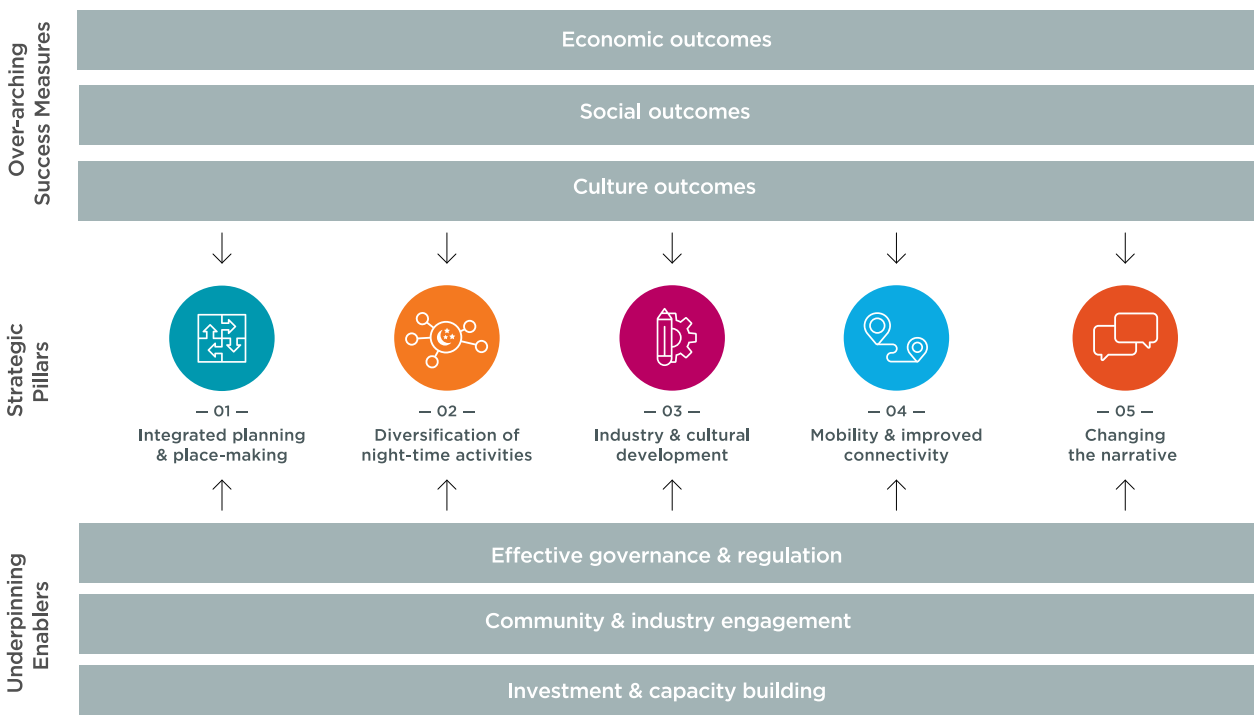
Strategic Pillars:

Five strategic pillars make up the core of the Strategy and capture the entirety of the task at hand. Each Pillar comprises a range of ‘opportunities’ and ‘actions’ that have been identified to activate the 24-hour economy across Greater Sydney.

Underpinning Enablers:

Three transversal ‘enablers’ sit across all strategic pillars. These are broad functions that will underpin the effective delivery of the Strategy. They must be effectively managed to enable the recommendations in the Strategy.

STRATEGIC ARCHITECTURE FOR SYDNEY’S 24-HOUR ECONOMY



Summary of opportunities

THE FOLLOWING IS A SUMMARY OF THE KEY OPPORTUNITIES RECOMMENDED IN THIS STRATEGY. DETAILED ACTIONS FOR EACH ARE CAPTURED IN THE FOLLOWING CHAPTER.



Integrated planning & place-making

- Appoint a Coordinator General for Greater Sydney's 24-hour Economy
- Establish a 'Neon Grid' across Greater Sydney to create a single view of existing and potential 24-hour hubs
- Initiate a city-wide night-time hub certification program
- Establish 24-hour Economy Acceleration Program for councils
- Streamline safety and inspection measures within night-time hubs
- Expand community and industry-led safety programs
- Develop and incentivise participation in precinct-based streetscape atmospheres and activations
- Enable and support the variable use of under-utilised public and private spaces and buildings to accommodate small-scale live performance, arts and culture events
- Identify and preserve places of historic and cultural significance



Diversification of night-time activities

- Provide councils with tools and resources to support better activity mix planning in their 24-hour Economy hubs
- Support and encourage businesses to diversify
- Extend opening hours across low-impact retail businesses
- Further streamline liquor licensing to support venues
- Review live music and noise regulations to maintain opportunities for venues and musicians
- Simplify requirements and improve affordability for creating pop-ups and cultural events
- Relaxation of restrictions for food trucks and other types of pop-up activations
- Simplify requirements for creating cultural events in public spaces
- Extend and promote opening hours across major cultural institutions
- Support globally significant events (home-grown and international)
- Activate major sporting precincts with inclusive before and after activities



Industry & cultural development

- Develop nuanced sub-sector playbooks
- Establish ongoing business engagement forums
- Ensure affordable spaces for creative industries
- Embed the activation of 24-hour economy activity in the design of new NSW Government precincts
- Retain and incubate talent in Sydney's night-time industries



Mobility & improved connectivity

- Extend late-night transport choice and safety
- Develop a mobility plan to make it easier to travel between 24-hour economy hubs
- Implement enhanced parking options for night-time hubs
- Ensure safe options for end-of-trip connections for workers and consumers of the night-time economy
- Initiate an arts program to activate transport links



Changing the narrative

- Activate local marketing and promotion of night-time industries via the Neon Grid
- Re-establish a unifying vision of Sydney as a vibrant global cultural destination
- Re-align public perception of health, safety and wellbeing within night-time hubs
- Develop distinct branding for key night-time hubs to communicate the unique value proposition of each
- Make the Neon Grid a digital, centralised information platform for all of Greater Sydney's 24-hour hubs

A coordinator for Sydney's 24-hour economy

The actions envisaged under the Strategy do not sit within one portfolio; rather, they require the coordinated actions of several Government agencies, councils and industry. As such, the NSW Government will appoint an overarching Coordinator General to bring together all relevant stakeholders.

24-hour Economy Coordinator General

KEY RESPONSIBILITIES

Coordinate and lead implementation of the Strategy

- Working with Ministers and senior executives in NSW Government and with councils and industry.
- Working with NSW Government agencies and councils to support their collaboration to deliver on the Strategy.
- Liaising with industry to act as a central point of contact in Government and to advise industry on their role in the implementation of the Strategy.

Manage the 24-hour Economy Acceleration Program

- Managing the implementation, monitoring and evaluation of a new 24-hour Economy Acceleration Program, through which NSW Government will support council-led plans to activate Sydney's 24-hour economy hubs.
- Work with councils and industry to develop these plans, ensuring that they represent a partnership between NSW Government, council, local businesses and community groups to deliver sustainable 24-hour economy hubs.

REPORTING TO

NSW Government

- The Coordinator General will work closely with the Premier, the Minister responsible for the 24 Hour Economy, and other Ministers.

RESPONSIBLE FOR

Consultative Committee

- A senior-level committee comprising senior executives from relevant NSW Government agencies, councils, and industry representatives.

Interagency working groups

- NSW Government agencies, organised functionally, to carry out key tasks under the Strategy.

A delivery framework for the 24-hour Economy Strategy

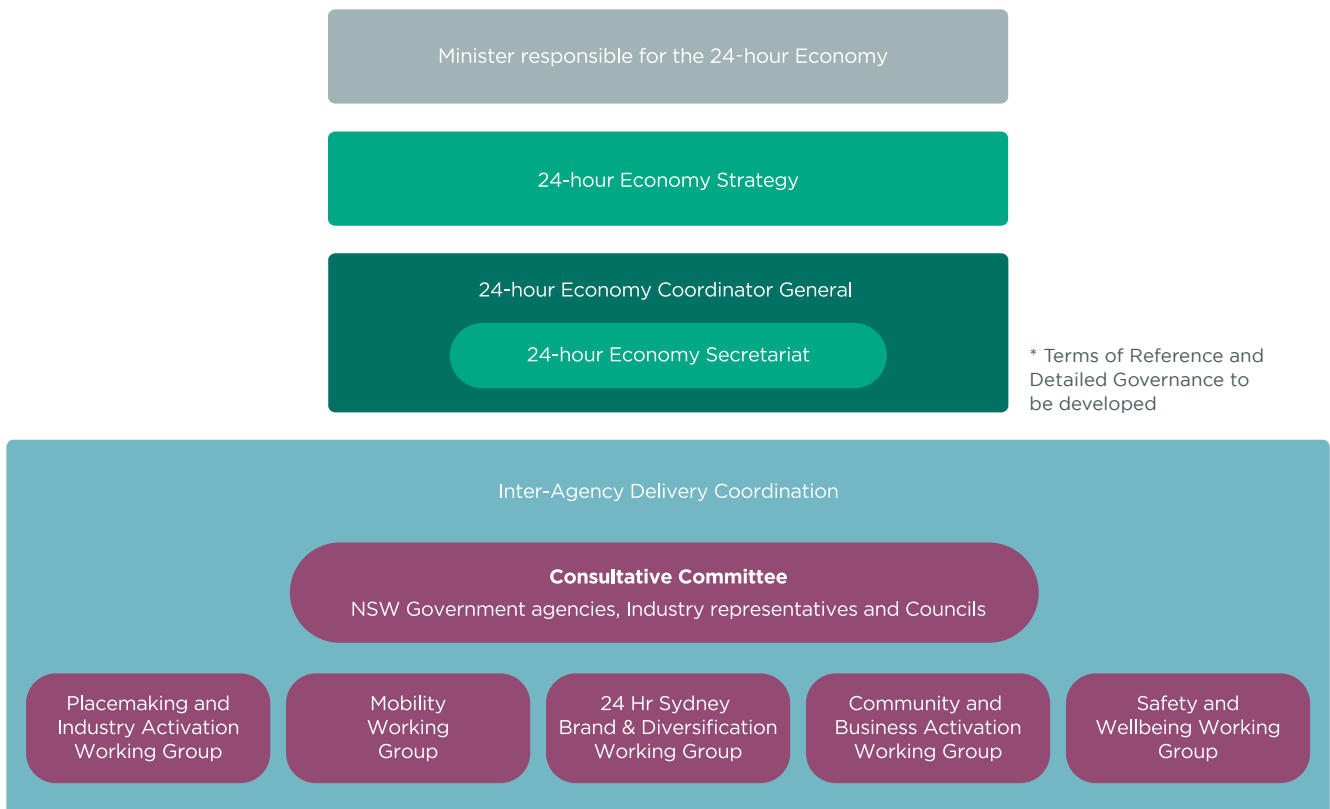
This Strategy has come together after more than eight months of deep consultation and co-design with an industry advisory group and across several NSW Government agencies and councils in Greater Sydney who are actively developing their night economies.

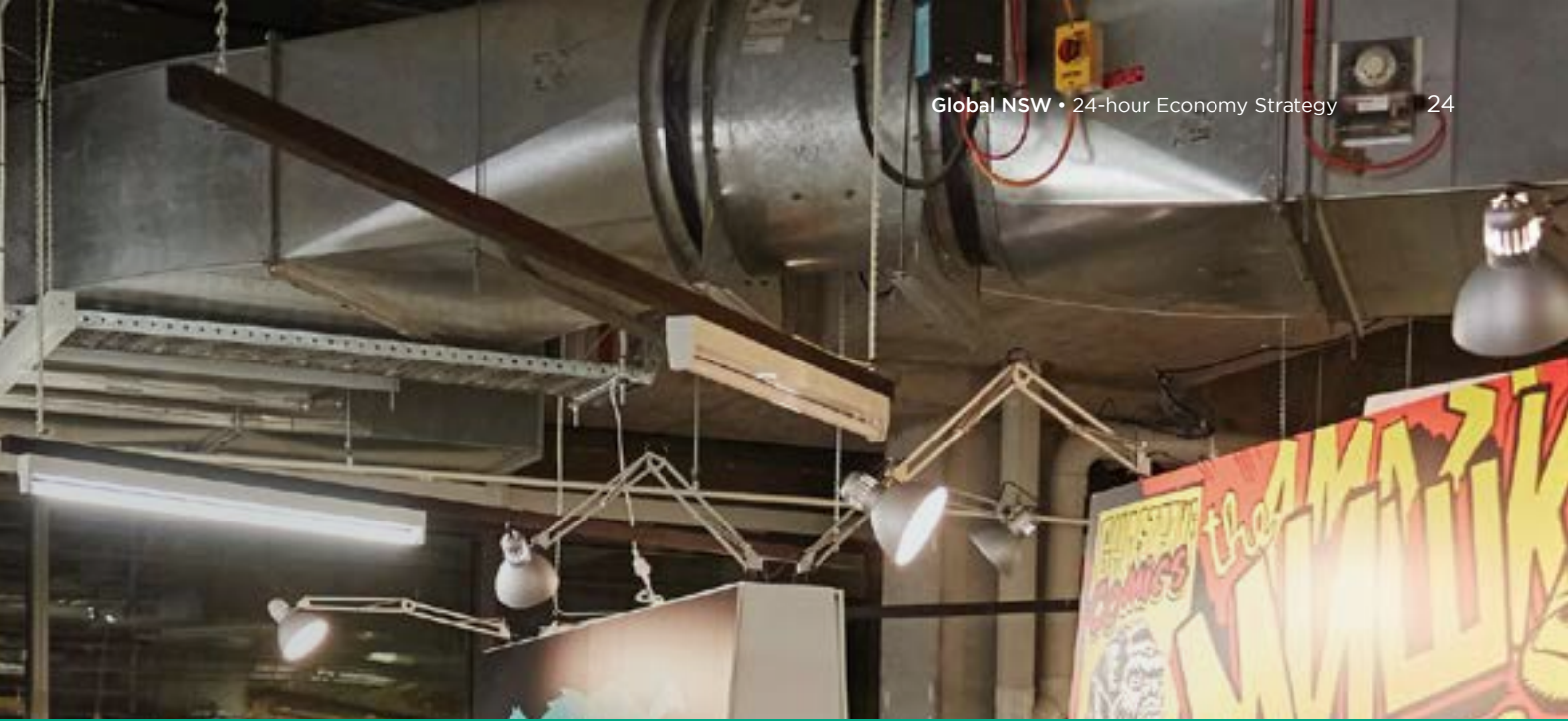
The successful implementation of this Strategy will equally depend on an ongoing spirit of collaboration between those actors and other stakeholders that seek to participate to unlock the benefits of this 24-hour Economy Strategy.

To ensure collaboration, the Strategy proposes a delivery framework with a **Consultative Committee** of senior representatives from NSW and local government and industry.

To oversee the implementation of actions under the Strategy, five NSW Government **interagency working groups** are proposed. These are to be organised functionally, reflecting the interdependencies that connect actions in the Strategic Pillars to maximise the synergies of having the right agencies collaborate on these.

The Coordinator General will work with NSW Government agencies, councils and industry on the precise terms of reference and detailed governance structure once appointed.





04

Detailed action plan





01 Strategic Pillar

Integrated planning & place-making

Greater Sydney has many established town centres with rich night-time and cultural heritages, but looking at the city as a whole highlights opportunities for growth and the importance of consistency.

In order to realise Sydney's potential as a 24-hour city, a more holistic view is essential. Instead of considering Sydney's various night-time economy hubs on their own, we can map a view of the Sydney-wide night-time 'Neon Grid'. This will allow us to pinpoint those hubs which are thriving, those that need to be invigorated, and those that are emerging and can be nurtured — and raise the standard of night life overall.

Not only will this mean that opportunities are spread across all of Sydney, it will also help us set a consistent standard to work towards when it comes to public amenity, safety, diversity of offering and regulation. It will also help us to think about how to better distribute resources across Sydney's diverse and unique night-time opportunities.

The term 'place-making' refers to strengthening the connection between people and the places they share. To do this successfully, it is important to assess the functionality of a place as well as its aesthetic and cultural expression.

This relies on careful planning to enable connected, interdependent public and private spaces; simplified regulations to make it easier for private operators to activate new ideas; and making more and better data available to cast light on unmet community and visitor needs, and inspire new developments that meet these needs.

It also means creating more adaptive public environments and carefully planning them to be more welcoming and appealing at all stages of the day and night. Vibrant streetscapes that bring together light, sound and activity are proven to enhance appeal, increase foot traffic and extend dwell time. Buzzing streets also improve the perception of safety in the evening, which is extremely important to the success of night-time hubs.

Safety and wellbeing are a fundamental responsibility for State and local governments, but also for industry and the community at large. Everyone is responsible for the safety of the 24-hour economy. To that end, we need to strengthen community-led safety and wellbeing initiatives, and scale them across Greater Sydney's 24-hour hubs. We will also need to nurture more and deeper partnerships between these community-led initiatives and State and local government authorities. This effort will build on the existing efforts of NSW Police and NSW Health, as well as council authorities, to work closely alongside communities to keep the night safe and welcoming for everyone, and to promote healthy behaviours.

This is important, not only for the safety of people but also for the vibrancy of our night economy: safety and concerns associated with rowdy public behaviour are major obstacles to people choosing to participate in the night-time economy, particularly for women and older audiences.

It is not possible to create successful night-time hubs without partnering with local communities — ensuring local residents and business owners feel connected to their area and empowered to shape its offering. With an increasing number of people living in close proximity to commercial hubs that trade in the evening, it is essential to balance residential amenity and non-residential activities that can create land use conflicts (e.g. increased noise and traffic congestion).

This section is focussed on how Government will support local councils in the development of inclusive, accessible and sustainable 24-hour hubs that can be enjoyed by all.



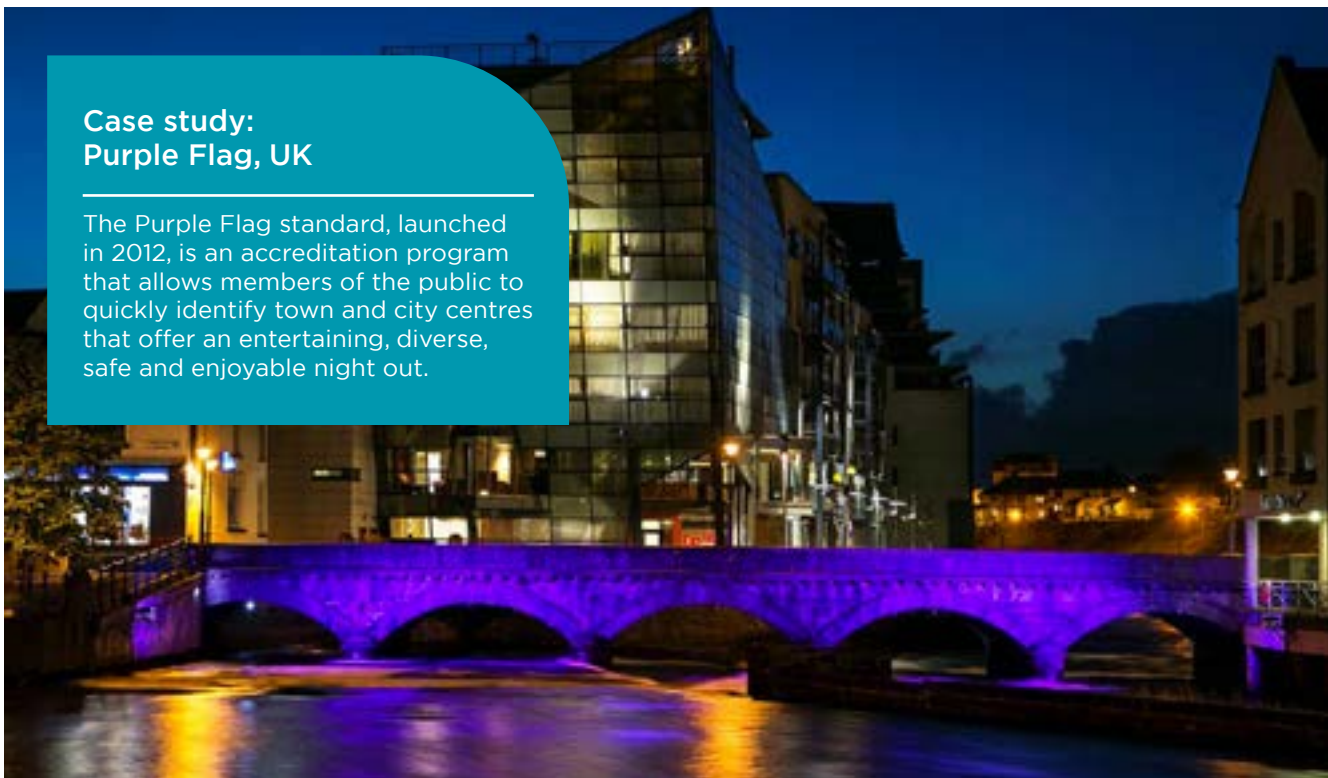
01 Strategic Pillar Integrated planning & place-making

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Appoint a Coordinator General for Greater Sydney's 24-hour Economy</p> <p>ACTION 1: Appoint a Coordinator General for Greater Sydney's 24-hour Economy. This role will be the central coordinator for the Strategy, working with NSW Government and with councils, industry and community groups to implement the Strategy. A secretariat will be made available to support the Coordinator General.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Minister for Jobs, Investment, Tourism and Western Sydney
<p>Establish a 'Neon Grid' across Greater Sydney to create a single view of existing and potential 24-hour districts</p> <p>ACTION 2: To support a holistic view and design of Greater Sydney's 24-hour economy value offering, a 'Neon Grid' will be created to map the city's 24-hour hubs. This will improve efficiency of planning and encourage city-wide approach to developing Sydney's 24-hour economy.</p> <p>The Neon Grid is a multi-layered concept (explained in more detail on page 30) that will ultimately represent a network of 24-hour economy hubs that are activated, well-connected, and whose unique value-propositions are promoted as part of a whole.</p> <p>Achieving this will involve working with councils to conduct an audit of existing and new night-time hubs to identify those suitable for 24-hour trading for cultural activities, entertainment, hospitality, retail and public services. Working with Government agencies, councils and industry, the 24-hour Economy Coordinator General will identify guidelines for engaging with 24-hour economy hubs via the Grid (e.g. visitor numbers, number of licensed venues, volume of economic spend, volume of cultural activity, diversity of offering). This action will include:</p> <ul style="list-style-type: none"> • development of a database of participating and potential hubs to be captured in the Neon Grid • collation of data on each part of the Grid, to inform the Strategy's implementation and public promotion • creation of an interactive digital map (see ACTION 39) • coordination across Government agencies and with councils, business and community stakeholders. 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Office of Local Government » Department of Customer Service » Transport for NSW » Councils » Industry representatives

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Initiate a city-wide night-time hub certification program</p> <p>ACTION 3: NSW Government will explore piloting a program to certify 24-hour hubs that meet or surpass a certain set of standards of excellence in managing the night-time economy to achieve vibrancy, diversity and safety. Inspired by the UK’s Purple Flag scheme, certified precincts will benefit through greater public awareness and an improved public image, resulting in increased visitation and patronage.</p> <p>The 24-hour Economy Coordinator General will work with councils and industry to establish certification criteria, and leverage the 24-hour Economy Acceleration Program to support the piloting of activities that will enable the certification of 24-hour hubs.</p> <p>The Safety and Wellbeing Working Group envisaged in this Strategy will support this action by identifying opportunities for NSW Government agencies to work with community-led safety and wellbeing initiatives.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Councils » Industry representatives » Office of Local Government » Create NSW » Transport for NSW » NSW Health » NSW Police » Department of Customer Service



**Case study:
Purple Flag, UK**

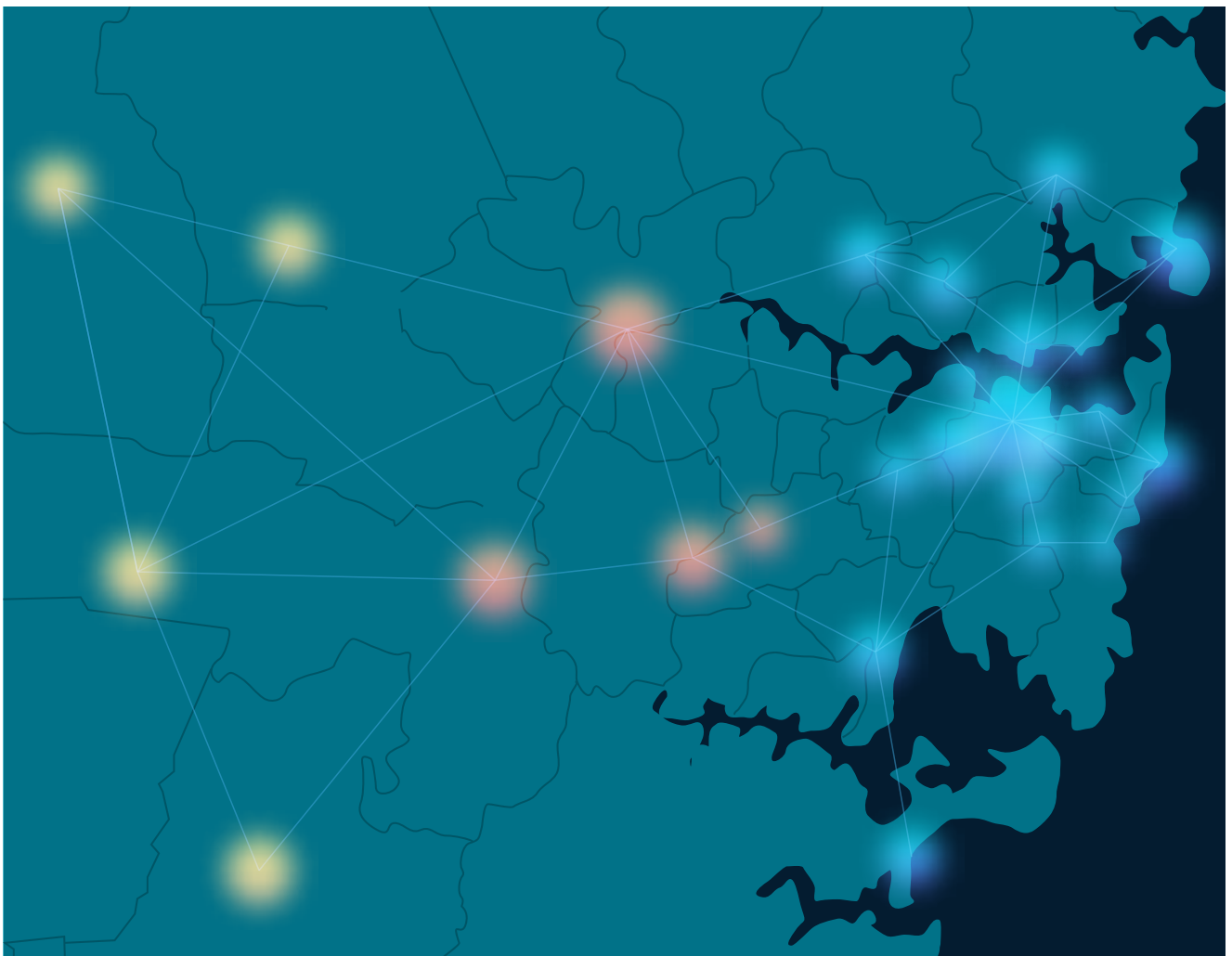
The Purple Flag standard, launched in 2012, is an accreditation program that allows members of the public to quickly identify town and city centres that offer an entertaining, diverse, safe and enjoyable night out.

The 'Neon Grid'

Central to this Strategy is the Neon Grid, a framework that will identify and represent Sydney's interconnected and diverse 24-hour economy. As a framework the Neon Grid can achieve three things.

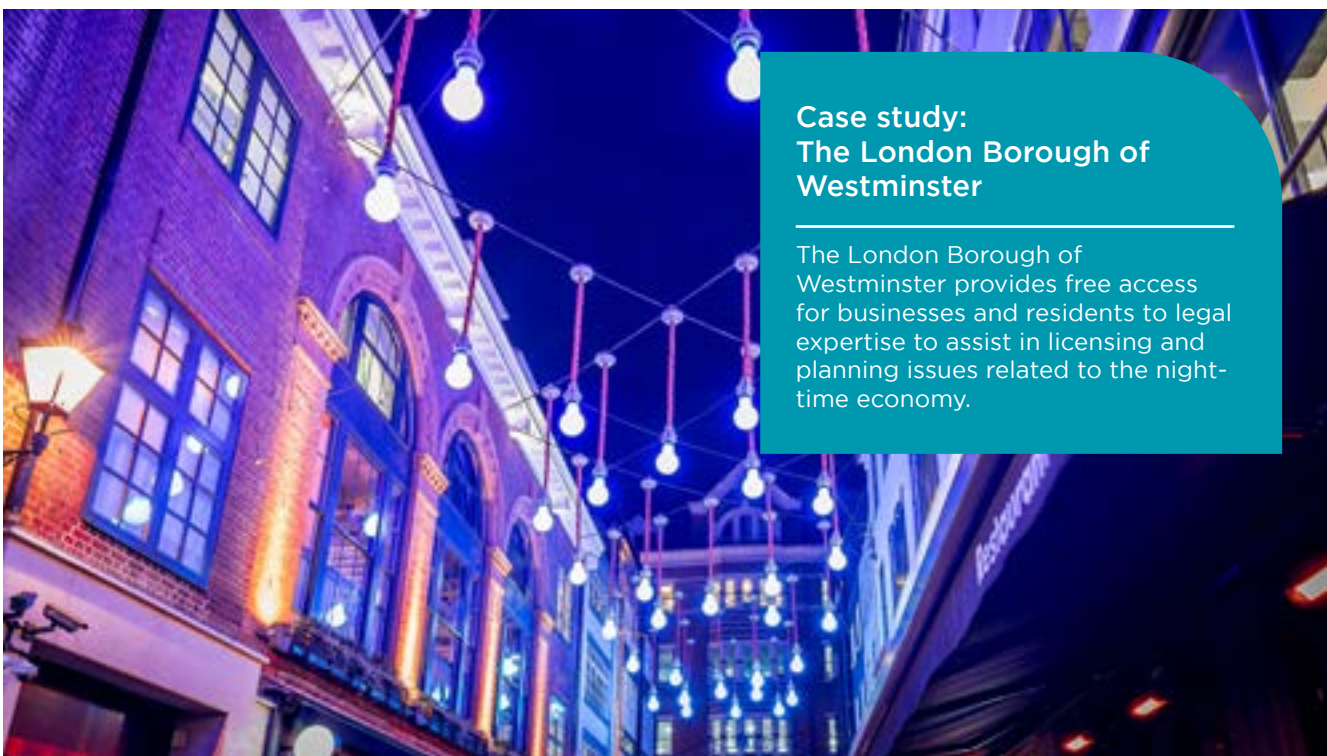
- **First**, it can enable Government, business and community stakeholders to map, benchmark and plan the growth of Sydney's 24-hour economy in a holistic way.
- **Second**, it can support decision-makers to assess the economic, social and cultural benefits of enhancing mobility and connectivity options between Sydney's 24-hour hubs (see Pillar 4, from page 54).
- **Finally**, it will enable the marketing and promotion of Sydney's unique, diverse and vibrant 24-hour economy to local, domestic and international visitors (see Pillar 5, from page 60), while also helping businesses and artists navigate opportunities for entrepreneurship in the night economy.

The Neon Grid concept is mentioned frequently through this Strategy as different actions and opportunities feed into it as a central enabling framework.



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Establish a 24-hour Economy Acceleration Program for Councils</p> <p>ACTION 4: The NSW Government will establish a 24-hour Economy Acceleration Program designed to support councils to activate their local 24-hour economies in partnership with local businesses, community groups and other councils where appropriate. Led by the 24-hour Economy Coordinator General, the Acceleration Program will provide assistance to councils and their community partners to take forward specific activities in line with the actions and aims of this Strategy. In supporting council proposals, consideration will be given to the degree to which those proposals reflect support and consultation with local business and community groups, as well as relevant NSW Government agencies operating in the community (e.g. NSW Police Area Commands and the Office of Local Government) to ensure a sustainable and locally-relevant 24-hour economy.</p> <p>Government support may include policy guidance, advice and support for specific activations, or accreditation under the 24-hour Economy Certification program. The precise terms of reference for the Acceleration Program will be set by the 24-hour Economy Coordinator General following their appointment.</p> <p>To support the aims and effectiveness of the Acceleration Program, the Government will also work with councils to develop a representative platform for Greater Sydney councils active in the 24-hour economy. This platform will act as a peak council coordinating and information-sharing body that the Government can work with to activate the 24-hour Economy Strategy.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Office of Local Government » Department of Customer Service » Councils » Industry representatives » Destination NSW » Create NSW » Transport for NSW » NSW Health » NSW Police » NSW Treasury



**Case study:
The London Borough of Westminster**

The London Borough of Westminster provides free access for businesses and residents to legal expertise to assist in licensing and planning issues related to the night-time economy.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Streamline safety and inspection measures within night-time hubs</p> <p>ACTION 5: To reduce duplication and streamline the monitoring and inspection of venues, a coordinated approach to safety will be developed by inspecting authorities from NSW Government agencies (including Liquor & Gaming and NSW Police) and councils. The Safety and Wellbeing Working Group will work with councils and other relevant stakeholders to take this action forward. In support of this initiative:</p> <ul style="list-style-type: none"> • A detailed analysis of safety requirements and inspection activity will be undertaken, to identify pain-points and processes that can be streamlined. • Industry and community-led safety and wellbeing initiatives will be consulted to identify possible approaches to compliance and enforcement. • Working with councils, security conditions will take into account the nature of a business model (i.e. small bar premises). • Measures will build upon a planning and licensing alignment project, which aims to minimise inconsistencies in liquor licensing and development consent conditions. • The Department of Customer Service (with other Government agencies) will scope and test tools to assist decision-makers in assessing cumulative impact of high impact venues in particular neighbourhoods. <p>These proposed measures will build on existing work by and collaborations between Liquor & Gaming NSW, NSW Police, councils and industry.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Customer Service » Office of Local Government » Councils » Industry representatives » NSW Health » NSW Police
<p>Expand community and industry-led safety programs</p> <p>ACTION 6: The Safety and Wellbeing Working Group will work with council and industry representatives to assess existing industry and community-led safety programs, with the view to enhance existing approaches to ensuring safety and wellbeing in the night economy, including through the NSW Government’s current liquor training program and promote additional practices on a voluntary basis. The review could include, but not be limited to, such initiatives as:</p> <ul style="list-style-type: none"> • Take Kare Safe Spaces • Ask for Angela safety campaign • industry training programs • interjurisdictional examples. 	<p>Led by</p> <ul style="list-style-type: none"> » NSW Health <p>Supported by</p> <ul style="list-style-type: none"> » Department of Customer Service » Office of Local Government » Councils » Industry representatives » NSW Police

Case study: Ask for Angela' Safety Program

Ask for Angela is an internationally recognised safety campaign to help prevent and reduce sexual violence. Patrons of licensed venues are encouraged to ask staff at participating venues for a woman called Angela if they feel unsafe, with the code word alerting trained staff to discreetly escort the person to safety.



Case study: Safe and Welcome Rembrandtplein, Amsterdam

NSW Police play an essential role keeping Sydney's night economy safe. Venues, businesses, patrons and communities are also important – indeed, community-led safety and wellbeing initiatives are well-placed to encourage positive behaviours, identify risks and help people in need of assistance.

In Amsterdam, 'Rembrandtplein Hosts' are young people in highly visible red jackets, who tour the Rembrandtplein Square and chat amicably to other people enjoying the night. In a friendly and direct way, they help keep a warm and inviting atmosphere while encouraging respectful and social behaviours and reminding people of the rules to a good night out.



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Develop and incentivise participation in precinct-based streetscape atmospheres and activations</p> <p>ACTION 7: Building on the success of the Department of Planning, Industry and Environment’s Streets as Shared Spaces Program, a pilot program will be developed and tested in selected parts of Greater Sydney to convert sidewalks and roadside parking spaces into pedestrianised zones for outdoor dining, small art installations and ‘parklets’ or mini parks to activate streetscapes for a vibrant night-time offering.</p> <p>This program may be rolled out as an activity under the 24-hour Economy Acceleration Program, supported by an inter-agency working group led by the 24-hour Economy Coordinator General. In support of this action:</p> <ul style="list-style-type: none"> • A light-and-quick governance regime will be enabled via the Working Groups envisaged in this Strategy to quickly pilot streetscape activations, experiment and scale successful temporary activations, and enable the sharing of ideas and lessons-learned with councils and community and industry stakeholders. • A Main Street Activation Program will be established to support micro-festivals across Sydney, providing performance opportunities for artists and venues across Sydney’s streetscapes. • The Government will work with councils to pursue a night lighting strategy to illuminate areas such as parks, buildings, natural features, laneways, monuments, artworks and pedestrian pathways. This initiative may be deployed as a series of pilots supported under the 24-hour Economy Acceleration Program. • Private property owners will be encouraged to explore sustainable and creative lighting of building frontages; and the Government will explore a capital works program that establishes permanent architectural lighting of historic government buildings in partnership with local councils. • The Government will explore leveraging the Vivid Sydney platform to identify opportunities to re-use and relocate Vivid art installations to other parts of Greater Sydney. 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Create NSW » Destination NSW <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » Department of Customer Service » Transport for NSW » Office of Local Government » Councils » Industry representatives » NSW Police » NSW Treasury

Case study: Street-based Parkettes, San Francisco and New York

New York has allocated car parking space to create temporary curb-side 'micro parks' to give space back to the public and promote street vibrancy.

Similarly, in San Francisco, an initiative called Park(ing) Day developed mobile parks that can be temporarily positioned anywhere across the city to give people access to park space in dense urban areas.



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Enable and support the variable use of under-utilised public and private spaces and buildings to accommodate small-scale live performance, arts and culture events</p> <p>A critical issue affecting the independent arts sector is the lack of affordable and appropriate small-medium sized spaces, where creative practitioners can make, perform and exhibit their work play a vital role in a 24-hour economy.</p> <p>Enabling the variable use of underutilised space will make it easier for low-impact and small-scale activities, such as cultural experiences, classes, movie nights and live performances, to be carried out in existing retail and commercial spaces. This may also create additional sources of revenue for venue owners and encourage more business opportunities and greater and more diverse patronage to 24-hour hubs by bringing greater visitation.</p> <p>ACTION 8: The Government will investigate opportunities to make it easier for low-impact and small-scale activities, such as live music, visual arts displays, dancing, poetry and spoken word performances, to be carried out in existing retail and commercial spaces as exempt or complying development under the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 ('Codes SEPP').</p> <p>ACTION 9: Government will explore a state variation to the National Construction Code (NCC) to enable the use of existing retail and commercial spaces as small-scale arts venues. Any variation to the NCC will have consideration to the important safety and fire standards enshrined in the Code.</p> <p>ACTION 10: The Government will further assist the development of this solution through the following actions:</p> <ul style="list-style-type: none"> • working with councils to identify and develop strategies to put to use empty or under-utilised spaces and buildings (including buildings belonging to councils or NSW Government) for permanent or temporary creative activities and events • establishing a Small Venues Program designed to support the activation of small venues for cultural activities including live performances • collaboration with councils on measures to enable a greater use of public spaces and infrastructure to support street performance (mindful of the need to minimise disruption to residents). This may include: <ul style="list-style-type: none"> – measures to enable more late-night street performance areas across Greater Sydney – a standard permit system, to enable the 'mutual-recognition' of street performers to work across councils – standardised guidelines identifying appropriate locations, hours and insurance requirements for street performers across Greater Sydney. 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Create NSW <p>Supported by</p> <ul style="list-style-type: none"> » Department of Customer Service » Property NSW » Transport for NSW » Office of Local Government » Councils » NSW Treasury » Department of Planning, Industry and Environment

**Case study:
Versatile Public Installations,
San Francisco**

The Exploratorium Museum in San Francisco launched the Studio for Public Spaces to explore how public ‘interventions’ enable people to create new connections with the world around them. This specific installation (featured in the image) is an installation that blends into the local cityscape that has been adopted by musicians as a way to create natural amplification.



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Identify and preserve places of historic and cultural significance</p> <p>There are many culturally significant places such as theatres and cinemas across Greater Sydney that no longer operate because they’re not profitable. These sites should be restored and maintained so Sydney can hold on to the character and charm that they bring to their urban environments.</p> <p>ACTION 11: The Government will explore opportunities to collaborate with and encourage the private-sector to invest in and maintain culturally significant places, such as privately-owned heritage sites, for both day and night-time use, events, conferences and performance.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Premier & Cabinet » Create NSW

**Case study:
Community Arts Stabilisation Trust,
San Francisco**

A group of investors launched a trust to help preserve the culture of San Francisco and address the decline of affordable space for the arts community. Investors receive tax breaks for their contributions, encouraging them to buy property and renovate it specifically to be leased to arts organisations at below-market rates.





OPEN
24 HOUR



02 Strategic Pillar

Diversification of night-time activities

Sydney has a strong reputation for having one of the richest night-time offerings in Australia. But in recent years its diverse nightlife has been overshadowed by a sense that it has become two-dimensional, with the perception that the majority of activities on offer, more often than not, centre around alcohol consumption.

The most successful night-time economies around the world avoid a single sector dominating the experiences they offer. Instead, they present a broad choice of activities ‘after hours’ — a mix of attractions that cater for a diversity of ages, income-levels and cultures. This draws a wider demographic out into the city and creates more opportunities for community-building and economic growth.

Sydney’s night-time hubs must be a celebration of the city’s interwoven and unique identities and diverse community, to ensure residents and visitors alike feel their passions are reflected in what is on offer. The goal is to create and nurture environments where everyone, including shift workers, older people, families and people with disabilities, can access services, eat and be entertained 24-hours a day.

To do this, State and local governments and industry must broaden the value proposition, and make it easier for venues to adapt their offering as day turns into night.

This means addressing the challenges that currently limit those wanting to launch or expand into something new, while, at the same time, making it easier for entrepreneurs to navigate state and local regulations, such as licensing requirements and the development application process.

It also means helping businesses who operate in the day to make it commercially viable to transition to trading at night.

This section of the Strategy sets out actions that aim to make it easier for all operators, including existing owners, developers, artists or entrepreneurs, to activate night-time activities in a planned and informed way — to expand their offering or create something new.



02 Strategic Pillar

Diversification of night-time activities

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Provide councils with tools and resources to support better activity mix planning in their 24-hour Economy hubs</p> <p>ACTION 12: To enable their participation in the 24-hour Economy Acceleration Program, councils should undertake activity mix studies into their existing, planned or potential 24-hour economy hubs. These studies will support the identification of what the councils already have on offer, and allow consideration of a mix of retail, food, drink, entertainment and general service offerings that fill gaps in community need whilst also making the most of under-utilised venues and public spaces.</p> <p>Based on the activity mix review, measures will be taken to diversify the 24-hour experiences held in public spaces, including retail environments (e.g. art and wine classes, galleries and after-hours dance studios).</p> <p>The Government may support such measures through the 24-hour Economy Acceleration Program. For instance:</p> <ul style="list-style-type: none"> • Councils seeking to diversify their 24-hour economy offering may receive assistance from NSW Government in the form of policy guidance and standard provisions that can be adopted by councils into their Local Environmental Plans and other local planning documents. • New experiential product offerings may be promoted through NSW Government-led marketing campaigns (see Pillar 5, page 51). • Working with councils and industry, there may be opportunities for encouraging partnerships between property developers and arts sectors (e.g. temporary art exhibitions within new residential (mixed use) apartment buildings). 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » Create NSW » Transport for NSW » Office of Local Government » Department of Customer Service » Councils
<p>Support and encourage businesses to diversify</p> <p>ACTION 13: The Government will work with councils and industry to explore the development of a Night-time Economy Diversification Grants Scheme, to support and encourage the diversification of businesses and activities at night across Greater Sydney. This grants scheme will be scoped as part of the 24-hour Economy Acceleration Program and will aim to actively encourage and enable councils to work with local businesses to expand their offering to cater for diverse audiences at night.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Create NSW » Transport for NSW » Office of Local Government » Department of Customer Service » Councils » Industry representatives



Case study: 'De School', Amsterdam

Formerly a technical college, De School is now a venue that incorporates a nightclub, concert venue, restaurant, café, exhibition space and a gym. It has a 24-hour licence and is open seven days a week with a thriving programme of weekday and night activities. Not only does the space distribute people away from the busy Amsterdam CBD, it also promotes stronger utilisation of existing infrastructure through 24-hour use.



Case study: Night-time Diversification Grant, City of Sydney

To support businesses trialling new events and activities at night, the City is offering matched funding through a night-time diversification fund. Using the grant, small business, Courtesy of the Artist, now runs a series of events, from jewellery and perfume making, to yoga classes, performances and panel discussions.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Extend opening hours across low-impact retail businesses</p> <p>ACTION 14: As part of councils' 24-hour economy activity mix studies (ACTION 12, page 38), the Government will assist in the definition of 'low-impact businesses' that could be encouraged to grow and extend their hours of operation. These may include small-scale arts and culture businesses or events, or traditional retail activity that can act as an anchor for increasing foot traffic.</p> <p>Councils seeking to extend trading hours in their local government areas may receive assistance from the NSW Government in the form of policy guidance and provisions that can be adopted by councils. This initiative may further involve the following actions:</p> <ul style="list-style-type: none"> • In designated geographical hubs, councils can explore the introduction of extended retail hours. • Councils will be supported to identify '24-hour Economy Champion Businesses' that can attract consumers into 24-hour economy hubs, and act as test cases to encourage other businesses to remain open longer. • Successful 24-hour economy hubs will be promoted as case studies to encourage a shift in consumer behaviour towards late-night patronage. 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » Department of Customer Service » Office of Local Government » Councils » Destination NSW



PROPOSED INITIATIVES

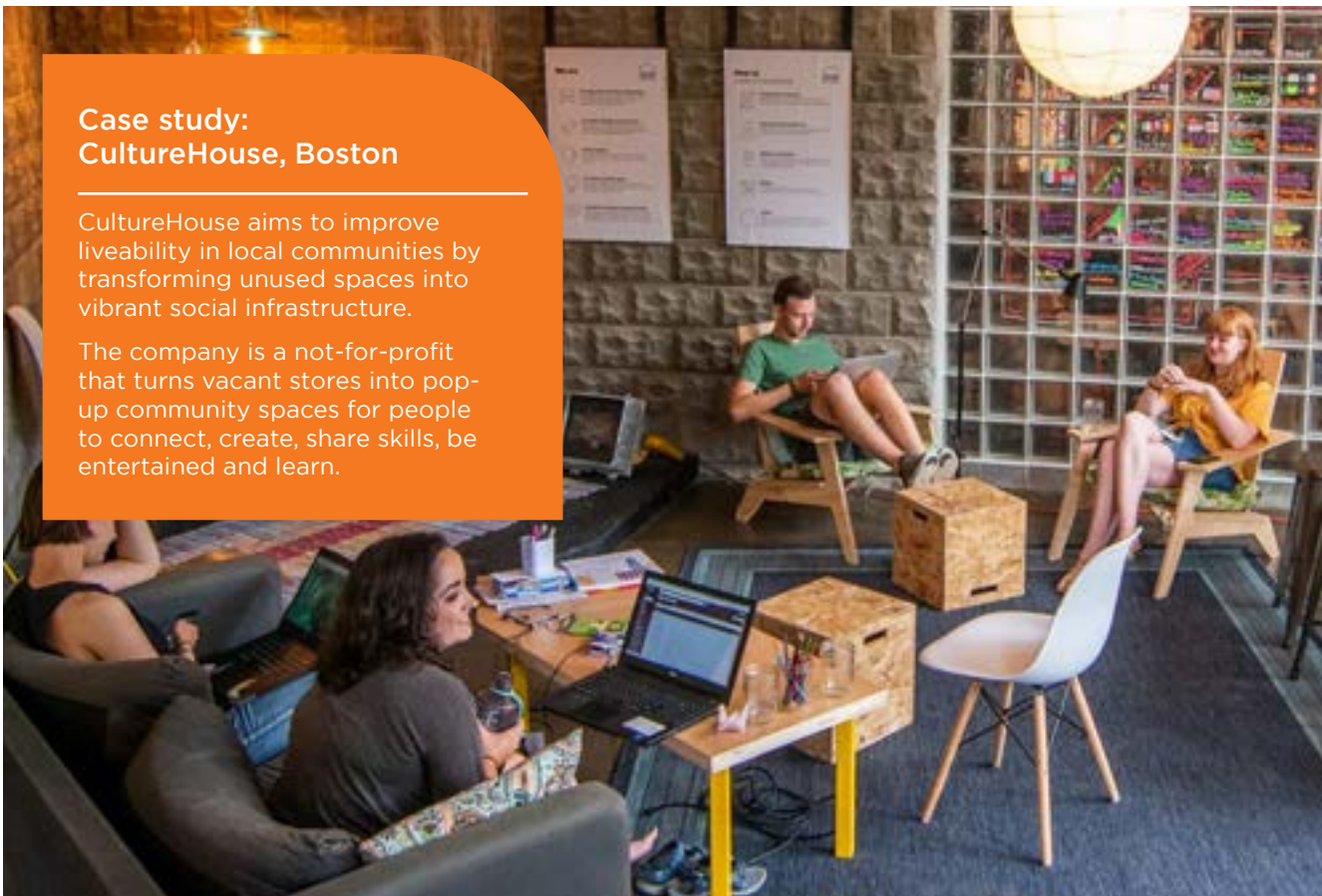
Turning opportunity into action	Who
<p>Further streamline liquor licensing to support venues</p> <p>The 24-hour Economy Bill 2020 removed outdated entertainment conditions on liquor licenses, and continued work to align liquor license and planning processes. This Strategy aims to build on this positive momentum by committing Government to seek further opportunities to streamline approval processes for licensing and planning applications, and to reduce overall approval timeframes and duplication.</p> <p>ACTION 15: The Government will continue to consider ways to further align approvals processes for licensing and planning applications, with a view to develop a plan for integrated processes wherever possible, and to reduce overall approval timeframes and duplication. This can involve support for the current planning and licensing alignment project to expedite a standardised approach to such conditions as CCTV and security requirements, patron limits and trading hours. In addition, to support this initiative:</p> <ul style="list-style-type: none"> • The Government will explore the potential for introducing a new risk-based model to streamline the number of liquor license types and classes, and minimise complexity and red tape. • The Government’s online licence selector tool will be further developed to provide help for businesses to navigate the licensing and planning approvals processes. • The Government will build on existing support services for businesses seeking to establish or grow their small bar operations, including by working through councils and local business chambers to ensure its services are being adequately promoted to local communities (including in diverse languages). • A review of micro-breweries licensing options will be undertaken, in consultation with key stakeholders including the Independent Brewers Association. <p>The 24-hour Economy Coordinator General and the Diversification and 24-hour Sydney Brand Working Group envisioned in this Strategy will support this process. Safety and wellbeing impacts stemming from the integration of licensing and planning approval processes will be considered by NSW Health and NSW Police; and councils and community stakeholders will be consulted as appropriate.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Department of Customer Service » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » NSW Treasury » NSW Health » NSW Police » Councils » Industry representatives

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Review live music and noise regulations to maintain opportunities for venues and musicians</p> <p>Live entertainment, such as live music and performance, is an integral part of a vibrant 24-hour economy. The regulatory environment for live music and 24-hour economy sound needs to strike a balance between protecting the rights and needs of residents and supporting thriving 24-hour economy hubs where live entertainment is accepted and celebrated.</p> <p>ACTION 16: Councils will be provided with policy support, including policy guidance and toolkits, to support the lifting of unnecessary restrictions on live music in their Development Applications and to adopt pro-live music regulations in their relevant planning documents. In particular, consideration should be given to family-friendly events in venues and public spaces. This would include identifying ways to standardise live performance conditions and premises licensing to encourage a seven-day live music scene in 24-hour hubs (subject to councils demonstrating community support).</p> <p>ACTION 17: The 24-hour Economy Coordinator General will work with the Environment Protection Authority (EPA) and other relevant NSW Government departments to explore ways of further streamlining noise regulation, including by considering relevant legislation and regulations. Further actions will include:</p> <ul style="list-style-type: none"> • An evaluation of possible approaches, including appropriate application of recognising 'existing use' will take place as a matter of priority. • Practical standards and policy guidance to support councils determine locally appropriate sound management policies. • Government will identify how prospective buyers of residential properties will be alerted that the property they are looking to purchase is located within or near a 24-hour economy hub. The aim is to alert prospective buyers that a property is located within an area that has the capacity to trade in the evening. This would require councils to work with local business and residents to achieve consensus around a sustainable local sound environment. • The adoption of a Good Neighbour Policy will ensure that complainants and businesses are mandated to try to resolve disputes collaboratively, before a council will act upon any complaint or dispute. <p>The Government may support these measures through the 24-hour Economy Acceleration Program.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Office of Local Government <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » Environment Protection Authority » Department of Customer Service » NSW Health » Councils » Industry representatives

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Simplify requirements and improve affordability for creating pop-ups and cultural events</p> <p>ACTION 18: In order to further support pop-up offerings and pilot schemes, a review of the NSW Government’s pop-up liquor licence trial will be undertaken. The Government will also work with councils to identify ways to streamline the process of obtaining approvals to run pop-up bars and events, including harmonising regulations across councils to make it easier for organisers to activate available retail, commercial and public spaces, and consider the potential for a streamlined, integrated online tool to support this harmonised applications process.</p> <p>These initiatives may be progressed under the 24-hour Economy Acceleration Program.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Department of Customer Service <p>Supported by</p> <ul style="list-style-type: none"> » Office of Local Government » Department of Planning, Industry and Environment » NSW Health » NSW Police » Councils » Industry representatives



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Relaxation of restrictions for food trucks and other types of pop-up activations</p> <p>ACTION 19: In an effort to create more affordable and diverse late-night eating options, the Government will continue the relaxation of existing restrictions to enable food trucks and other types of pop-up activations to operate on any non-residential land at any time where there are no other affordable food options and there is landowners' consent, while ensuring food and beverage safety are maintained.</p> <p>To support the operation of food trucks across local government areas, the Government will work with the NSW Food Authority and councils will explore a mutual recognition of food and food stall licenses across councils. These actions may be progressed under the 24-hour Economy Acceleration Program.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment » Office of Local Government » Department of Customer Service » NSW Health » NSW Food Authority » Councils » Industry representatives

Case study: Perth 'Pop-up' Culture

Since changes in liquor licensing in 2007 and again in 2018, Perth has seen an explosion of pop-up festivals, food trucks, events and live music.

Central to the success of this emerging scene has been the introduction of more flexible and streamlined regulations for existing local licensees to cater at temporary and pop-up bars at short-term events. These regulations also make it easier for established brick and mortar venues to conduct their own pop-up next to their premises.





PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Simplify requirements for creating cultural events in public spaces</p> <p>ACTION 20: The Government will work with councils to develop ‘Global DAs’ – one-time development applications to enable pop-up food, beverage and small-scale cultural activations to take place in a number of different public spaces within a Local Government Area. Global DAs could be piloted under the 24-hour Economy Acceleration Program.</p> <p>ACTION 21: The Government will also work with councils to help them identify public spaces that are suitable for cultural events, and aggregate these into a digital platform for venues that could offer event toolkits, health and safety guidelines, and other support materials. This could form part of the Neon Grid framework, enabling entrepreneurs and event organisers to connect with Sydney-wide opportunities.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Create NSW <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Councils » Destination NSW
<p>Extend and promote opening hours across major cultural institutions</p> <p>ACTION 22: As part of the Culture Up Late initiative, the Government will broker expanded collaboration between State-significant cultural institutions and councils to develop and exchange cultural programs with a view to engage wider and more diverse audiences across Greater Sydney.</p> <p>Cultural institutions will also be encouraged to develop distinct, locally targeted cultural programs and take up collaborative marketing across Greater Sydney and to consider approaches that target consumers who may not be able to visit venues during business hours (e.g. discounted access to multiple institutions per night or over the period of a week or month).</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Office of Local Government » Councils » Industry representatives

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Support globally significant events (home-grown and international)</p> <p>ACTION 23: To both attract more global events and boost NSW's home-grown events and creative industry capacity, the Government will work with councils, industry and community stakeholders, including safety and wellbeing bodies such as NSW Police, NSW Health and community-led initiatives, to establish a dedicated program to:</p> <ul style="list-style-type: none"> • identify events that can be scaled up for maximum economic and cultural impact • identify and engage major event owners to create an attractive and frictionless pathway to activating event spaces across Greater Sydney • enhance significant government-funded events (such as Vivid Sydney) to better integrate and support night-time business throughout the year. 	<p>Led by</p> <ul style="list-style-type: none"> » Destination NSW » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Create NSW » Councils » Industry representatives



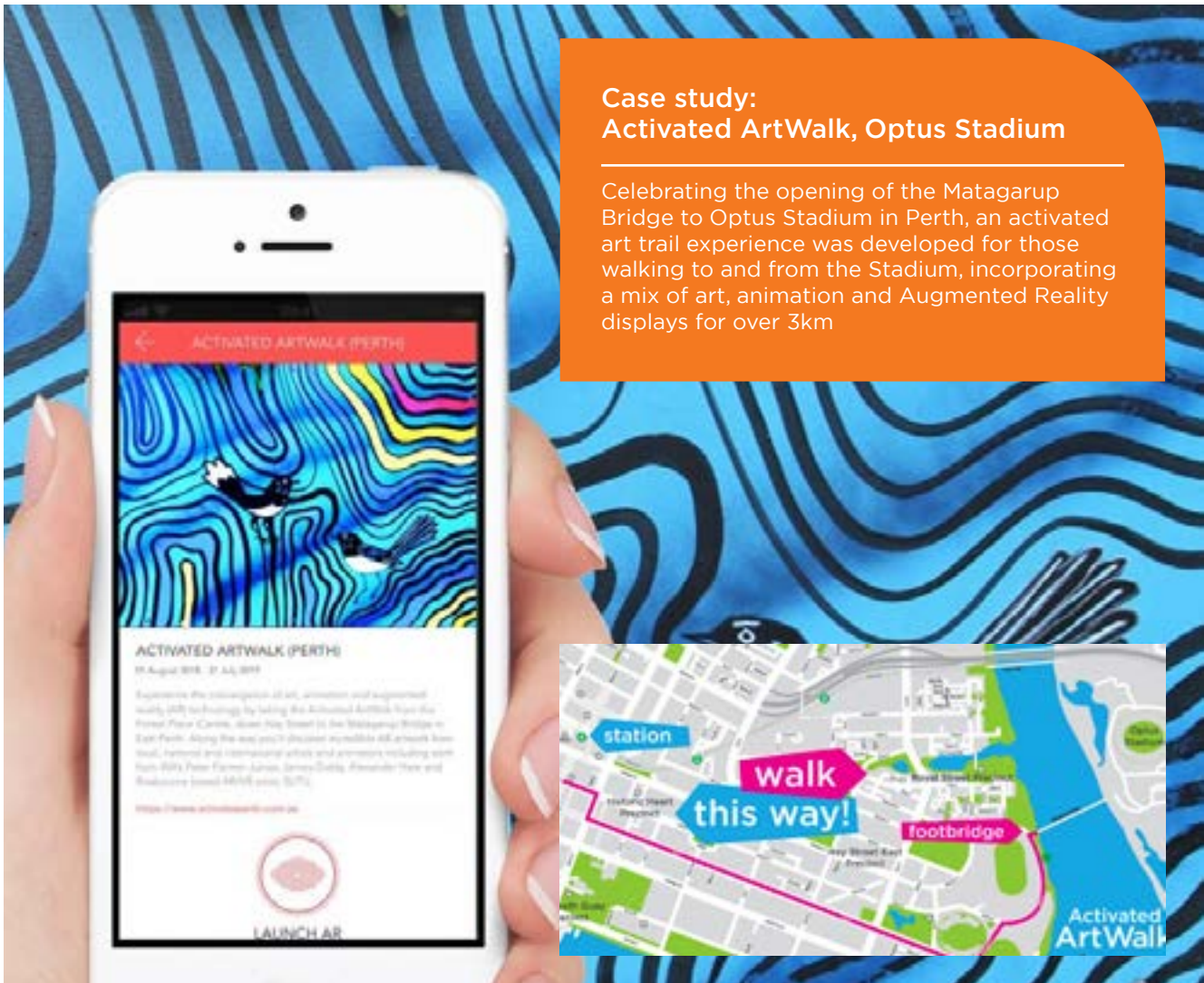
Case study: Sydney Gay & Lesbian Mardi Gras

Sydney's annual Mardi Gras Festival is a signature event for the global LGBTQIA community, providing a high-profile platform for Australians to celebrate their diversity and inclusivity. The event is also a major tourism drawcard for Sydney and NSW, attracting thousands of people from around the country and the world.

Sydney's successful bid to host the WorldPride 2023 event is testament to the city's reputation for hosting world-class international events, and demonstrates how the State — through support from the NSW Government — has nurtured the iconic social, cultural and artistic celebration that is the Mardi Gras Festival to be an international powerhouse. WorldPride 2023 will coincide with the 45th anniversary of the Mardi Gras Festival.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Activate major sporting precincts with inclusive before and after activities</p> <p>ACTION 24: Leveraging Sydney’s reputation as home to a diverse and high-calibre sport offering, new strategies will be developed to facilitate more cultural activations at major sporting precincts, to encourage audiences to dwell before and after games.</p> <p>This could involve working with Venues NSW, the Department of Planning, Industry and Environment, and councils for venues and precincts such as Sydney Olympic Park, and Moore Park, and exploring sponsorship opportunities with the sporting codes for community-oriented activations on the shoulders of major events.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Office of Local government » Venues NSW » Councils » Industry representatives



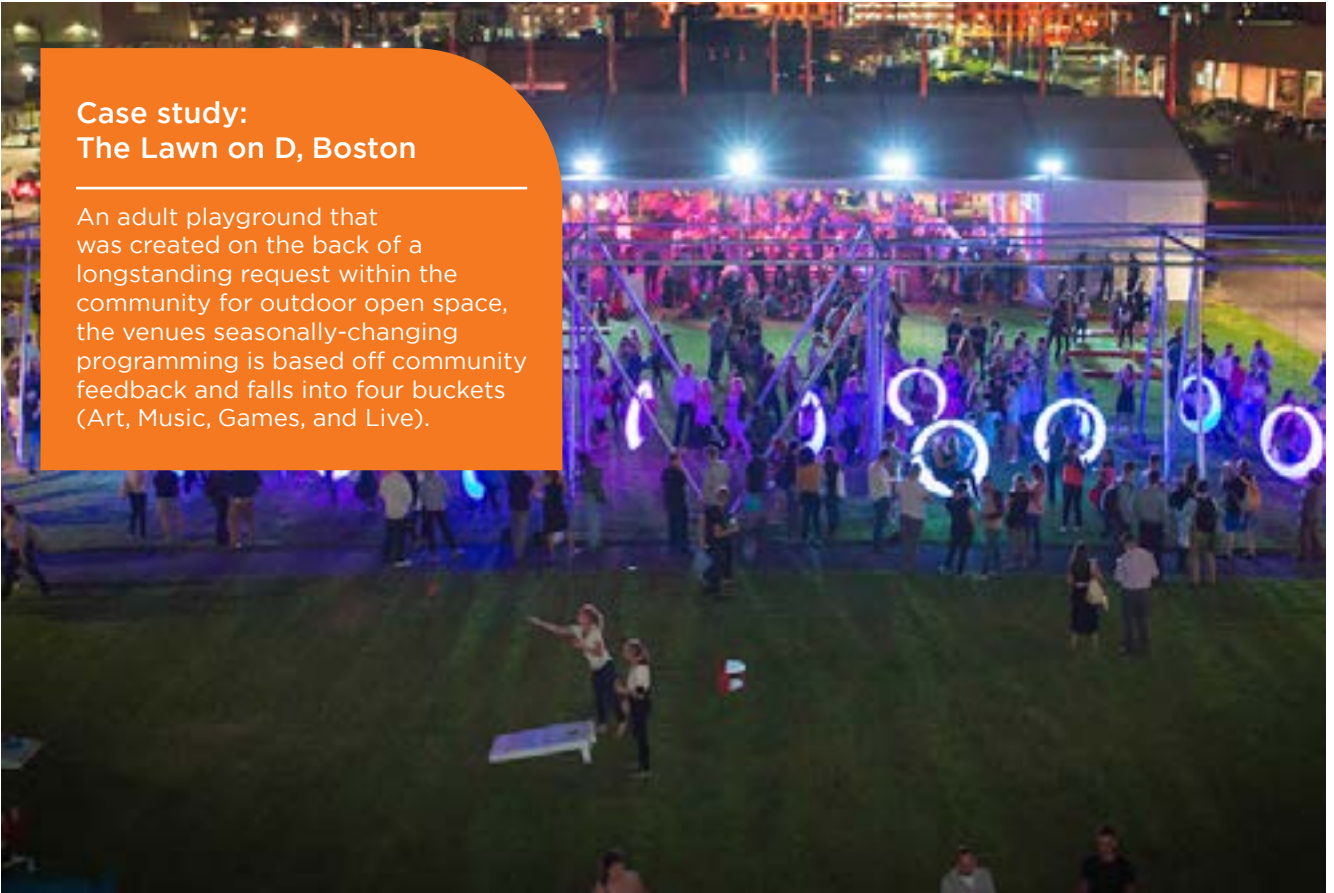
**Case study:
Activated ArtWalk, Optus Stadium**

Celebrating the opening of the Matagarup Bridge to Optus Stadium in Perth, an activated art trail experience was developed for those walking to and from the Stadium, incorporating a mix of art, animation and Augmented Reality displays for over 3km



Case study: The Lawn on D, Boston

An adult playground that was created on the back of a longstanding request within the community for outdoor open space, the venues seasonally-changing programming is based off community feedback and falls into four buckets (Art, Music, Games, and Live).



Case study: Night of the Museums, Buenos Aires

An annual event that provides free access for one night a year for over a million residents and tourists; over 260 spaces participate, including museums, galleries, and art and cultural institutions. feedback and falls into four buckets (Art, Music, Games, and Live).





03 Strategic Pillar

Industry & cultural development

To create a vibrant 24-hour city that competes on the global stage, consideration must be given to supporting and nurturing each and every industry that contributes to the creation of a functioning 24-hour economy. A strong music, arts and culture sector is one of the fundamental pillars.

Sydney has a rich history of live performance, music, art, and creativity that continues to play a vital role in the economic and social vitality of the city — attracting talent and investment opportunities both locally and globally.

This section identifies and outlines areas where barriers exist in establishing new business ideas, primarily within the creative sector, and how these could be removed in the future. It highlights how State and local governments can work together to establish and distribute nuanced creative industry playbooks by sub-sector that outline how to navigate grants and licenses, best practice strategies, partnership and networking opportunities and access to training.

It also explores ways of helping businesses in the arts, music and performance sector to access more affordable space to rehearse, perform and exhibit their work. Currently, there is a 'battle for space' in urban areas that are in close proximity to night-time hubs, resulting in artists being pushed outside of city-centres.

The aim is to integrate the creative community into the fabric of Greater Sydney's 24-hour hubs by giving them a home and helping them flourish. The benefits of an embedded creative culture reach far further than the intrinsic value of entertainment. Culture builds strong and cohesive communities, helping neighbourhoods revitalise and forge stronger identities while making them safer, happier and more prosperous for all.



03 Strategic Pillar Industry & cultural development

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Develop nuanced sub-sector playbooks</p> <p>ACTION 25: The Government will work closely with industry to further develop sub-sector ‘playbooks’ and support services for creators, entrepreneurs, pubs and clubs to help them activate the actions set out in this Strategy. This will include mechanisms for government and industry groups to broker co-marketing initiatives across similar venues within close proximity.</p> <p>These forms of assistance will work alongside a proposed Night-time Economy Diversification Grants Scheme (ACTION 13, page 36) to support a more diverse 24-hour economy offering by encouraging innovation and making it easier for businesses to give life to their ideas.</p>	<p>Led by</p> <ul style="list-style-type: none"> » NSW Treasury » Department of Customer Service <p>Supported by</p> <ul style="list-style-type: none"> » Create NSW » Department of Customer Service » Industry representatives
<p>Establish ongoing business engagement forums</p> <p>Partnership is essential to the success of this Strategy. As key stakeholders and influential partners in supporting a healthy, safe and vibrant 24-hour economy, businesses will be encouraged to participate alongside councils and the NSW Government, in the development of their local 24-hour economy hubs.</p> <p>ACTION 26: The Government will explore ways to support and strengthen existing business chambers, business associations, and safety and wellbeing initiatives led by business and community groups (such as the Liquor Accords); where these do not exist, they will be encouraged to grow. To further support this initiative:</p> <ul style="list-style-type: none"> • Business owners will be surveyed to gather data to inform key pain points and opportunities on an ongoing basis. The insights will be reviewed quarterly by the 24-hour Economy Coordinator General to inform the delivery of the Strategy. • Information sharing will be encouraged across businesses and council borders; and platforms will be developed to provide ongoing updates to the business and broader community on changes to State Government regulation, the availability of spaces for activations, and improvements to governance in relation to the 24-hour economy. • A partnership program will be developed to connect small and emerging artists, musicians and performers across Greater Sydney, and to corporate and not-for-profit organisations to work together to create value in the new economy. This partnership program could leverage the aggregation of data on the Neon Grid, which will help connect consumers and entrepreneurs with Sydney’s 24-hour economy. 	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Department of Customer Service <p>Supported by</p> <ul style="list-style-type: none"> » NSW Treasury » NSW Police » Office of Local Government » Destination NSW » Councils » Industry representatives

Case study: Business Improvement Districts

Business Improvement Districts are prevalent across Europe and the US. They vary in terms of their remit, but generally they involve local businesses working together to develop mutually beneficial strategies and initiatives (e.g. marketing for a night-time hub, extra security at night, holding special events or investing in shared infrastructure).

In the city district of Rembrandtplein in Amsterdam, bar owners pay into a fund to support branding, signage, street lighting enhancements and the hiring of 'hosts' to help people have a good night out by providing information and offering assistance.



PROPOSED INITIATIVES

Turning opportunity into action

Who

Ensure affordable spaces for creative industries

ACTION 27: Subsequent to an activity mix assessment (ACTION 12, page 39), Government and councils will work with local businesses and community groups to identify and promote retail spaces that are either vacant or under-utilised, for the use of temporary cultural events and creative experiences. These can be promoted through the Neon Grid as envisaged in this Strategy. Arts, festival and music organisations who have existing visibility of suitable spaces in Sydney will be invited to contribute.

The Government will also explore a pilot to identify Government and council-owned buildings that are dormant or underutilised, which could be repurposed as centres for 24-hour economy activity (e.g. as art spaces, start-up hubs, co-working spaces or pop-up shops).

Led by

» 24-hour Economy Coordinator General

Supported by

- » Office of Local Government
- » Create NSW
- » Department of Customer Service
- » Councils
- » Industry representatives

Case study: Fifth Quarter Arts Incubator, Adelaide

Fifth Quarter is an arts incubator established in Carclew House in Adelaide that supports artists to establish viable arts businesses. It seeks to connect artists with enterprise models, networks and business planning skills through a one-on-one coaching and residency programme.



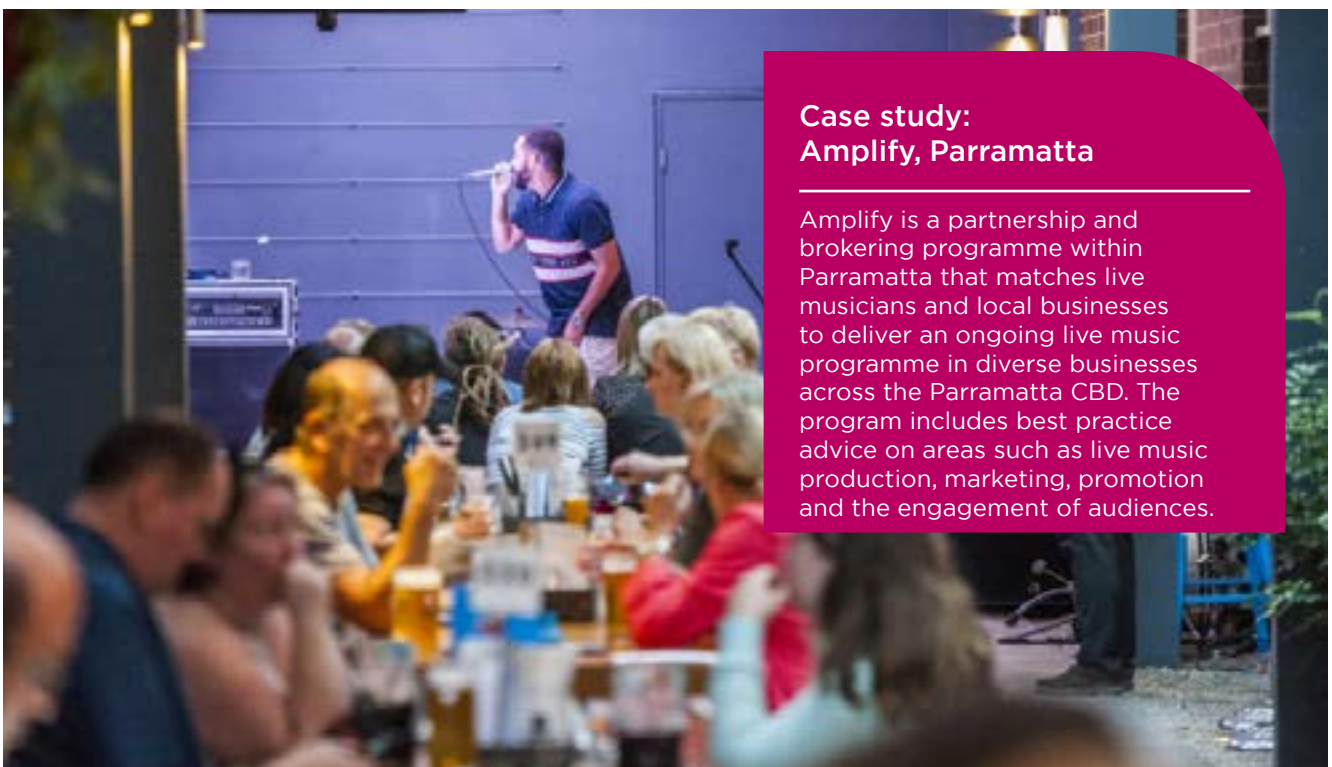
Case study: The Goat Farm Arts Center, Atlanta

An old industrial area in Atlanta which used to produce ammunition in World War II was converted into a performance and event venue, housing exhibition halls, a café, an organic farm, an education centre and creative studios specifically for artists.



Case study: Amplify, Parramatta

Amplify is a partnership and brokering programme within Parramatta that matches live musicians and local businesses to deliver an ongoing live music programme in diverse businesses across the Parramatta CBD. The program includes best practice advice on areas such as live music production, marketing, promotion and the engagement of audiences.



PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Embed the activation of 24-hour economy activity in the design of new NSW Government precincts</p> <p>State Government is continuing to invest in and expand economic precincts across Sydney, partnering with major local and international startups, tech companies and global logistics and manufacturing companies to co-design these precincts and attract diverse talent. This presents a unique opportunity to design for a 24-hour economy as part of a broader place-making effort.</p> <p>ACTION 28: The 24-hour Economy Coordinator General will work with Placemaking NSW and other relevant NSW Government departments to ensure that new Government-led precinct projects deliver a built environment that promotes 24-hour economy activity: for example, through adequate lighting, transport, and activated public spaces).</p> <p>Where Government is the consent authority, it will give favourable consideration to enabling a thriving 24-hour economy: for example, by supporting live music, engagement with public spaces and late-night commercial activity, where appropriate.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » NSW Treasury » Department of Planning, Industry and Environment
<p>Retain and incubate talent in Sydney’s night-time industries</p> <p>ACTION 29: The Government will work with councils and industry to develop a promotional campaign to attract and retain talented labour into the growing 24-hour economy. This will be necessary to ensure that crucial talent—not only from the services industry but also knowledge workers, such as in creative industries and startups, who are often big patrons of the 24-hour economy—does not leave Sydney.</p> <p>This action may in time be promoted and expanded through the Neon Grid to support the sharing of news and information on a 24-hour economy labour force.</p>	<p>Led by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » NSW Treasury » Create NSW » Destination NSW



04 Strategic Pillar

Mobility & improved connectivity

Greater Sydney's transport infrastructure is extensive, and there are already myriad initiatives underway to improve its offering to commuters across the city. But, when it comes to the development of our night-time economy, there are opportunities to explore some over-and-above measures to improve the safety and movement of people in and out of 24-hour economy hubs.

Evidence suggests that a lack of transport options can impact community participation in the night-time economy. A recent survey of Greater Sydney residents conducted by The Greater Sydney Commission found that transport is a significant factor in the late night economy, with 72 per cent of respondents saying that they would like more late night public transport options and 63 per cent indicating that they would go out more often if they had 24-hour public transport options.

Poor availability of late-night transport can also mean people end up spending more time in night-time precincts after businesses have closed, increasing the potential for violence and anti-social behaviour.

The scarcity of reliable last-mile mobility options can also expose people to greater risk once the public transport offering reaches its limits — again increasing the potential for violence in the city and leaving people more vulnerable to assault on journeys.

While efficient, reliable and safe public transport is an important part of a thriving 24-hour economy, it is only part of the night-time mobility equation. The goal is to create interconnectivity between public transport, on-demand services and 'active' modes of transport, such as cycling and walking, 24-hours a day. In addition, consideration must be given to the unique needs of night-time workers needing to transport equipment and access affordable parking.

There is an opportunity to make travel a much more integrated part of the 24-hour experience, which enhances, rather than detracts from a night out — how we create more enjoyable, inspiring and even entertaining environments along commuter pathways at night.

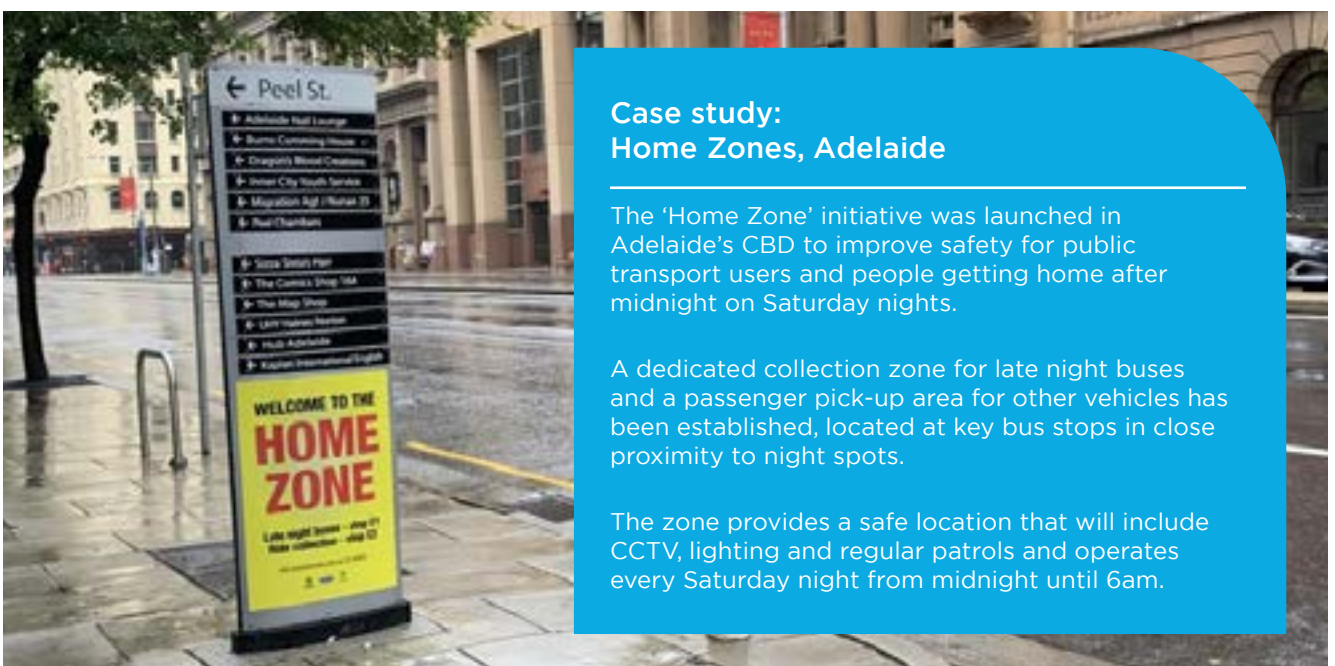
The provision of frequent, reliable and safe transport after hours is critical to developing a vibrant night-time economy. It encourages people to not only make essential trips, but to go out of their way to explore Greater Sydney and experience what the city has to offer.



04 Strategic Pillar Mobility & improved connectivity

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Extend late-night transport choice and safety</p> <p>Improving late-night transport choice is important for moving people across the city after hours.</p> <p>ACTION 30: The Government will identify existing 24-hour economy public transport corridors (e.g. bus and train lines connecting 24-hour economy hubs to each other and to consumer ‘catchment areas’), and highlight gaps and pain points, including frequency of services, cost, location of stations or lighting infrastructure.</p> <p>The goal is to improve services available, leveraging Transport NSW’s Movement and Place Framework where appropriate (which aims to allocate road space in a way that improves the liveability of places). To support this initiative:</p> <ul style="list-style-type: none"> • The Government will work with the Point-to-Point Transport Commissioner and councils to examine ways to incentivise and make it easier for taxis and ride-share services to operate between 1.30am and 4.30am when public transport is generally less available to provide for last-mile transport (considering appropriate pick-up and drop-off locations). • Consumer analysis will identify ways to encourage uptake of public transport at night. This could be targeted geographically or to certain consumer groups or behaviours. 	<p>Led by</p> <ul style="list-style-type: none"> » Transport for NSW <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Point-to-Point Transport Commissioner » NSW Treasury » Councils » Industry representatives



Case study: Home Zones, Adelaide

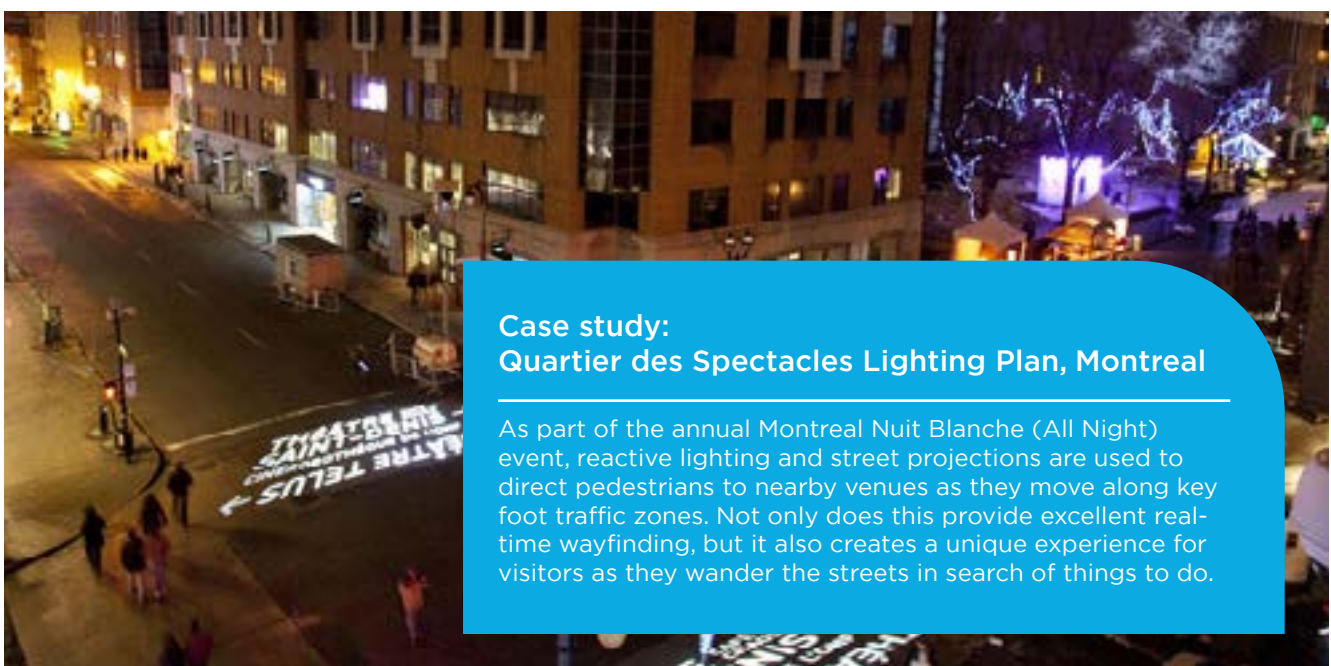
The ‘Home Zone’ initiative was launched in Adelaide’s CBD to improve safety for public transport users and people getting home after midnight on Saturday nights.

A dedicated collection zone for late night buses and a passenger pick-up area for other vehicles has been established, located at key bus stops in close proximity to night spots.

The zone provides a safe location that will include CCTV, lighting and regular patrols and operates every Saturday night from midnight until 6am.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Develop a mobility plan to make it easier to travel between 24-hour economy hubs</p> <p>ACTION 31: Transport for NSW and the Point-to-Point Transport Commissioner will develop integrated transport strategies for major 24-hour economy hubs. Analysis will be conducted on how to connect these hubs by an efficient and accessible late-night transportation system.</p> <p>In line with Transport for NSW's Active Transport Strategy, this should also include the enhancement of active transport (non-vehicular) movement, such as cycleways, and through pedestrianisation of major streets, in partnership with councils. To further support this initiative:</p> <ul style="list-style-type: none"> • In line with the Movement and Place Framework, late-night road commuter hubs will be developed to coordinate point-to-point services across the city, with strategic late-night pickup and drop-off locations to avoid unnecessary traffic congestion. • These hubs should be located and designed with regard to accessibility and safety, providing a safe place for commuters to wait for their transport. Transport for NSW will work with NSW Health and NSW Police to consider ways to promote health and positive social behaviours at these hubs (e.g. promotional material encouraging positive behaviour, or 'water stations' for people to hydrate as they wait for their ride). • Way-finding signage will be extended and updated to help people move more easily and efficiently around and between 24-hour economy hubs. • Information services for public spaces and private venues could display real-time train and bus information panels to educate people planning their route home, or along high street pedestrian areas where digital screens already exist. Road safety will be a consideration for Transport for NSW in delivering this. 	<p>Led by</p> <ul style="list-style-type: none"> » Transport for NSW » Councils <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Point-to-Point Transport Commissioner » NSW Treasury » NSW Police » NSW Health » Industry representatives

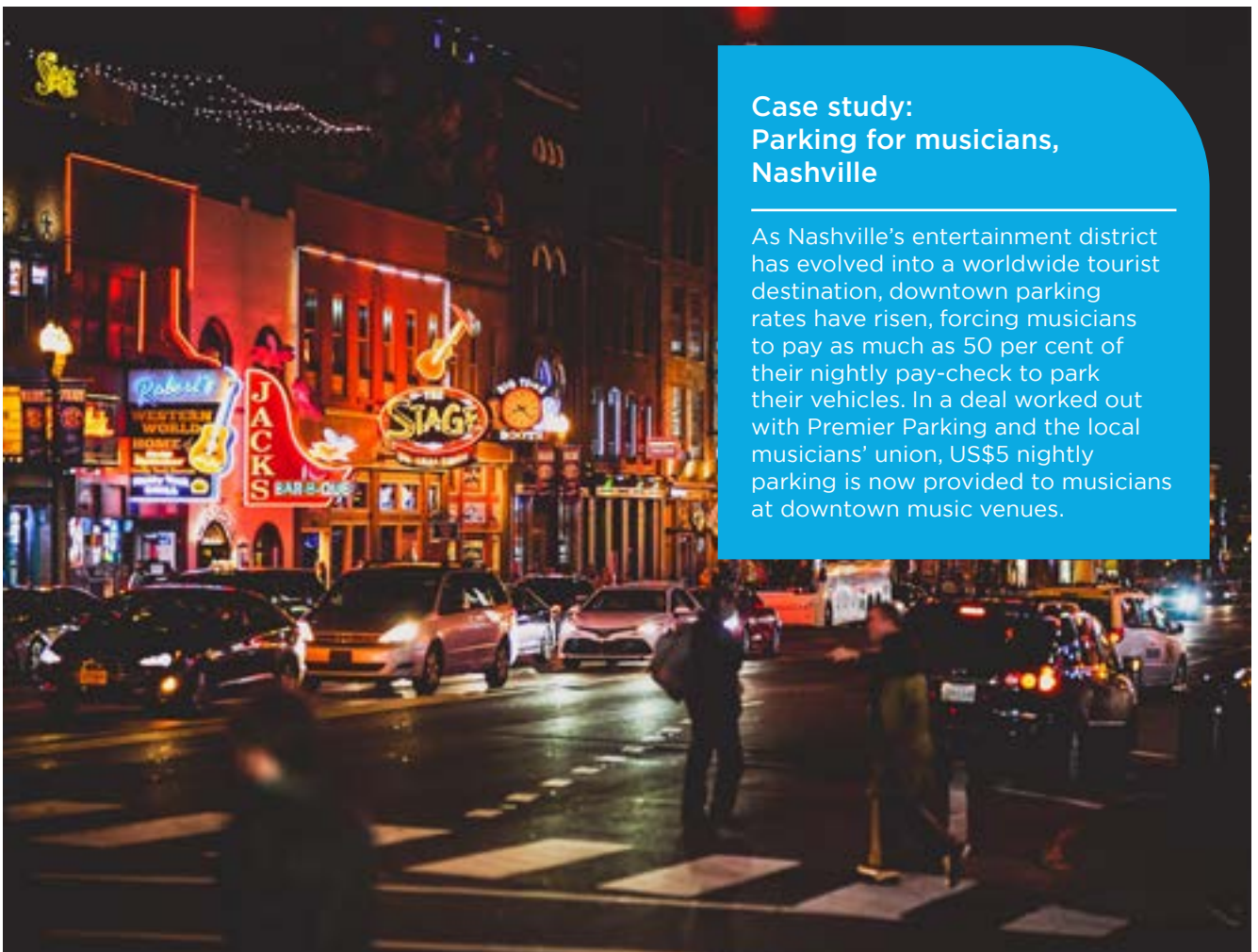


Case study: Quartier des Spectacles Lighting Plan, Montreal

As part of the annual Montreal Nuit Blanche (All Night) event, reactive lighting and street projections are used to direct pedestrians to nearby venues as they move along key foot traffic zones. Not only does this provide excellent real-time wayfinding, but it also creates a unique experience for visitors as they wander the streets in search of things to do.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Implement enhanced parking options for night-time hubs</p> <p>Access to affordable parking is important for future growth in the night-time economy, especially parking for workers at night such as musicians, and for older people.</p> <p>ACTION 32: Working with councils, parking fees in congested areas of 24-hour economy hubs will be audited, especially where public transport is limited. Councils could consider adjustments to night-time and weekend parking rates to support visitation to these locations.</p> <p>Councils may also consider opportunities to further pedestrianise space as active forms of transport are encouraged, which may create further opportunities to re-assess the way in which parking spaces are used:</p> <ul style="list-style-type: none"> • Working with councils, new parking permits for night-time workers could be developed to offer parking bays next to live music venues designed to enable equipment bump-in and bump-out. • Parking bays at 24-hour economy hubs could be made available to workers and patrons with physical disabilities. 	<p>Led by</p> <ul style="list-style-type: none"> » Transport for NSW <p>Supported by</p> <ul style="list-style-type: none"> » Councils » Industry representatives

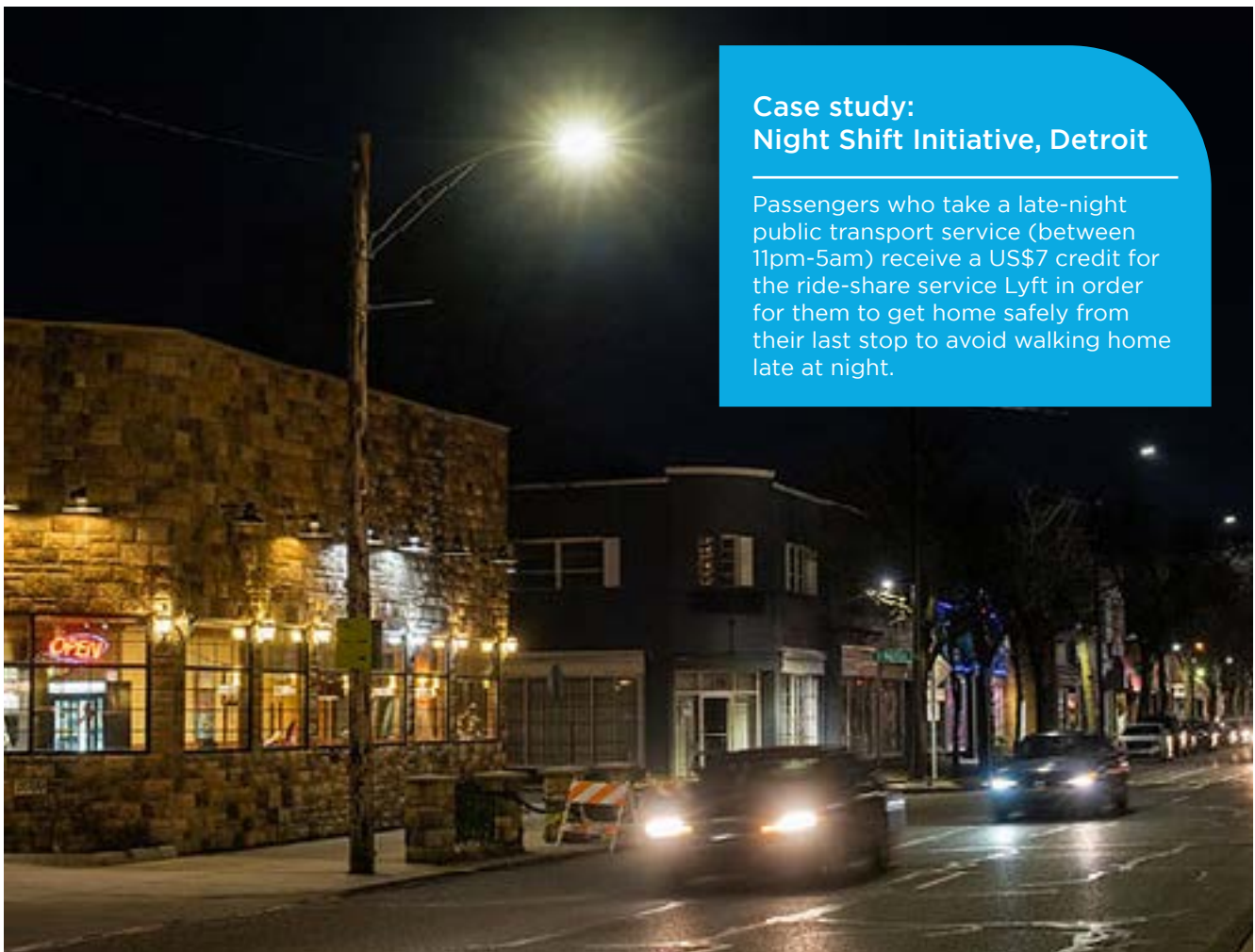


Case study: Parking for musicians, Nashville

As Nashville's entertainment district has evolved into a worldwide tourist destination, downtown parking rates have risen, forcing musicians to pay as much as 50 per cent of their nightly pay-check to park their vehicles. In a deal worked out with Premier Parking and the local musicians' union, US\$5 nightly parking is now provided to musicians at downtown music venues.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Ensure safe options for end-of-trip connections for workers and consumers of the night-time economy</p> <p>While public transport generally covers dispersal of night-time patrons to suburban areas, the ‘last-mile journey’ is a critical part of how consumers feel about the safety and reliability of their engagement with transport and the night-economy. How can we ensure people can quickly and safely get from end-of-trip hubs to their homes late at night?</p> <p>ACTION 33: In-depth consumer behaviour analysis will be conducted to determine existing pain points in consumers’ safety experiences at end-of-trip connection points (e.g. train stations, bus stops, and surrounding areas). Using this data, measures to improve end-of-trip connections could be considered (e.g. parking bays for on-demand services, lighting, signage, CCTV coverage, integration of security help points and security personnel).</p>	<p>Led by</p> <ul style="list-style-type: none"> » Transport for NSW <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Point-to-Point Transport Commissioner » NSW Treasury » NSW Police » Councils » Industry representative

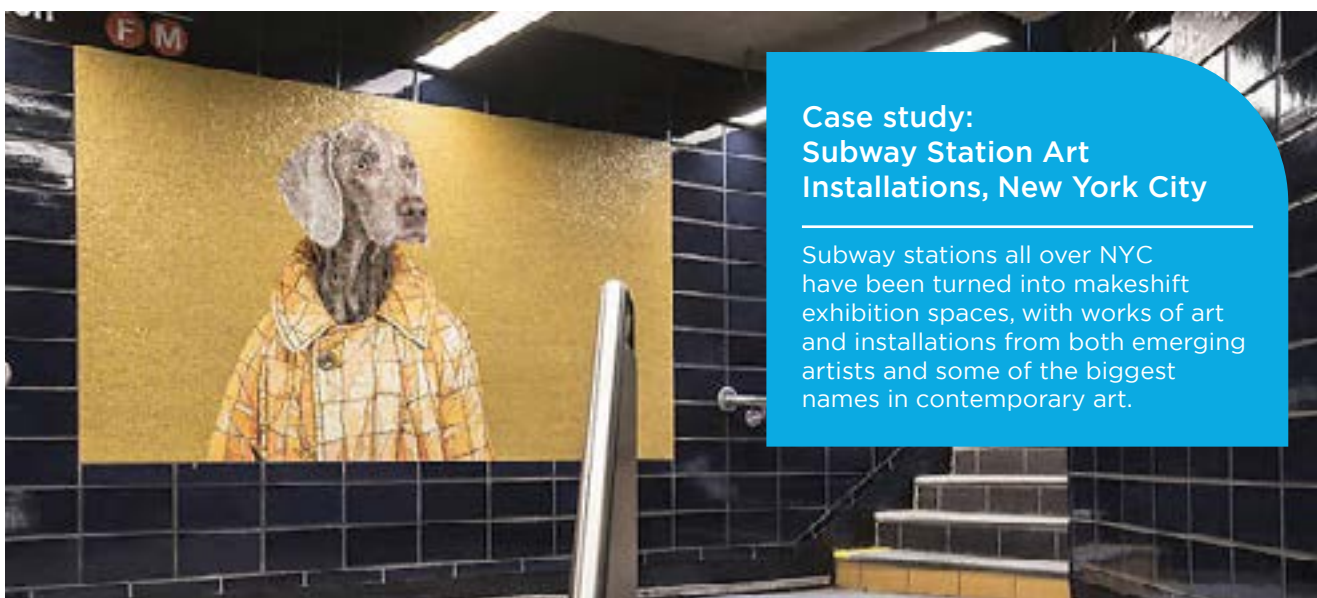


Case study: Night Shift Initiative, Detroit

Passengers who take a late-night public transport service (between 11pm-5am) receive a US\$7 credit for the ride-share service Lyft in order for them to get home safely from their last stop to avoid walking home late at night.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Initiate an arts program to activate transport links</p> <p>Currently, the transport network is a highly functional experience aimed at getting people from point-to-point as efficiently and safely as possible. But there is an opportunity to make the commuter experience more enjoyable, entertaining and inspiring by celebrating our local artists after hours.</p> <p>ACTION 34: Explore an ongoing trial between Transport NSW and Create NSW to establish zones for live performances along transport routes, and opportunities to implement creative lighting and art installations in public transport spaces. This will aim to turn the existing transport experience into an entertaining and inspiring part of the 24-hour experience, while creating commercial opportunities for our local artists.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Transport for NSW » Create NSW <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Coordinator General » Councils



**Case study:
Subway Station Art
Installations, New York City**

Subway stations all over NYC have been turned into makeshift exhibition spaces, with works of art and installations from both emerging artists and some of the biggest names in contemporary art.



**Case study:
Make Music Day, Public
Transport Activation, NSW**

As part of Make Music Day which aims to celebrate and encourage people to make music, Create NSW turned trains into stages for live performance. Not only does this give commuters a live entertainment experience, it also gives artists a unique place to perform and gain exposure.



05 Strategic Pillar

Changing the narrative

Sydney is one of the most liveable, culturally diverse and naturally beautiful cities in the world. Home to Australia's largest population and highest number of international businesses, it welcomes the largest tourist visitation numbers and has historically contributed up to one third of the nation's GDP – a truly versatile and productive city.

In 2019, Sydney ranked number three in the world for 'urban quality of life' according to The Economist Intelligence Unit's annual Global Liveability Ranking – a testament to the depth of benefits the city delivers.

However, when it comes to a nightlife ranking, according to the 2019 Time Out Index, which compares 48 global cities on their overall night-time experience, Sydney came in at number 48. As the Time Out Index is predominately based on the opinions of local residents, this reinforces Sydneysiders' desire for a more diverse night-time experience.

According to ABS industry data, Sydney has the highest density of night-time businesses across food, drink and entertainment compared to anywhere else in Australia, and yet according to the recent survey conducted by NSW Treasury, only 53 per cent of Sydney-siders believe Sydney has the leading night-time offering in Australia.

Despite Sydney's rich art and culture scene, there have, no doubt, been triggers that have led to this perception, including the general sentiment that Sydney has too many rules and that its night-time offering is too restrictive for people working in the entertainment sector to make a living here.

Sydney's underlying brand and reputation are critical when it comes to closing the perception gap (between people's desires and experience) and re-igniting its nightlife. Now is the perfect time for Sydney to press the reset button and change the conversation – to ensure that industries continue to thrive, attract and retain the best talent, and support the creative community.

Prior to COVID-19, Sydney's predominant narrative was still focused on licence laws and policing night-time activity, particularly with regards to alcohol-related activity. In a post-pandemic world, the conversation must be widened to take on a more forward-thinking and holistic view of the city's nightlife, including public information campaigns around night-time safety and grassroots marketing initiatives to promote unique experiences.

Sydney truly is a world-class 24-hour city that is safe, vibrant and inclusive for our citizens, our visitors, workers and families alike – and this needs to be communicated on a local and global level.

¹ Measuring the Australian Night Time Economy 2018 - A project for the Council of Capital City Lord Mayors

² NSW Treasury, Sydney 24-Hour Economy, Precincts and Visitor survey conducted June 2020



05 Strategic Pillar Changing the narrative

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Activate local marketing and promotion of night-time industries via the Neon Grid</p> <p>In view of the impact of COVID-19 on the visitor economy, activating local consumption has become essential to the survival, recovery and growth of core night-time economy sectors.</p> <p>ACTION 35: Destination NSW will work with Transport NSW, Create NSW and NSW Treasury to deliver on the Neon Grid’s promotional aspect — compellingly illustrating the diversity, connectedness and accessibility of Sydney’s 24-hour economy offering. To support this initiative:</p> <ul style="list-style-type: none"> • A ‘digital’ Neon Grid will be developed — an online map that will visually illustrate Sydney’s 24-hour economy by highlighting the unique value offering of each of its 24-hour economy hubs, the transport and mobility options that connect them, and for entrepreneurs, the opportunities for them to engage with economic opportunities throughout Sydney’s 24-hour economy. • Councils and local communities will be involved in developing the narrative surrounding Sydney’s overall 24-hour offering. As they develop their own branding campaigns, there will be consultation to ensure the unique attributes of each hub are folded into a whole-of-Sydney campaign. • Government and councils can support grass roots influencer outreach and marketing programs by creating forums for local citizens and businesses to share and shape Sydney’s 24-hour story at a grass-roots level. • Micro-campaigns will be explored, in partnership with councils, business and cultural or entertainment publications to share Sydney’s night-life story. <p>These activities may be progressed and supported in the context of the 24-hour Economy Acceleration Program.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Destination NSW » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » Transport for NSW » Create NSW » NSW Treasury » NSW Health » Councils » Industry representatives

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Re-establish a unifying vision of Sydney as a vibrant global cultural destination</p> <p>Sydney's 24-hour economy has had a large number of stakeholders, varying agendas and visions, and at times different perspectives on the opportunities—and risks. But all agree that a safe and vibrant 24-hour economy is what Sydney deserves. A unifying vision is needed to bring all stakeholders together and commit them to achieving success.</p> <p>ACTION 36: A 24-hour Sydney brand will be developed to underscore the message that Sydney is a truly global city with a vibrant, diverse, inclusive and safe 24-hour economy. This brand, designed to speak to a local and global audience, will be developed under the leadership of Destination NSW with the support of the Coordinator General.</p> <p>The Government will work with councils and industry as well as community influencers to ensure this Strategy and its principles are integrated into relevant planning documents and stakeholders' communication strategies. This, in turn, will empower them to explore new practical actions, including policies, regulations and entrepreneurial ventures that will give life to the Strategy and Sydney's new brand.</p>	<p>Led by</p> <ul style="list-style-type: none"> » Destination NSW » 24-hour Economy Coordinator General <p>Supported by</p> <ul style="list-style-type: none"> » NSW Treasury » Create NSW » Councils » Industry representatives



PROPOSED INITIATIVES

Turning opportunity into action

Who

Re-align public perception of health, safety and wellbeing within night-time hubs

The present environment has created an opportunity to redefine the health, safety and wellbeing conversation in the context of the 24-hour economy.

Shifting valuations on health and hygiene, coupled with longer-term trends away from purely alcohol-focused entertainment and towards an embrace of broader activities and experiences, will open the door towards a greater appreciation of partnerships between consumers, businesses and authorities such as NSW Police and NSW Health. This will ensure the public can safely enjoy and participate in Sydney's night economy.

ACTION 37: NSW Government agencies such as NSW Police and NSW Health have played a pivotal role in ensuring the safety and vibrancy of Sydney's 24-hour economy. As this Strategy seeks to empower community-led safety and wellbeing initiatives, it will also ensure that NSW Police and NSW Health continue to work with communities on effective messaging on harm minimisation and positive social behaviour.

To support this initiative:

- The 24-hour Sydney brand will emphasise the role NSW Police and NSW Health play as partners to councils, communities, venues and consumers in delivering a sustainable, safe and vibrant 24-hour economy.
- Existing behaviour change campaigns (e.g. alcohol and other drug misuse) will be reviewed with a view to explore new delivery methods and enhance their effectiveness; and a new Alcohol Harm Reduction Campaign, led by NSW Health, will aim to reframe individuals' and the community's relationship with alcohol to reduce harm to individuals, families and the broader community.
- The Department of Communities and Justice will be a key stakeholder in this campaign to ensure it addresses social norms and drinking cultures that create a risk of violence against women and children.

Led by

- » Destination NSW
- » NSW Health
- » Department of Communities and Justice


Supported by

- » 24-hour Economy Coordinator General
- » Councils
- » Industry representatives

BURSTING FOR THE LOO?



€140



FREE

Case study: Enjoy and Respect campaign, Amsterdam

The city of Amsterdam's popularity as a late-night destination has historically led to high levels of anti-social behaviour. To combat this the Enjoy and Respect campaign was launched jointly by the city's marketing body, council, police and hospitality industries to point out that even in a city that is all about freedom, anti-social behaviour has a price.

PROPOSED INITIATIVES

Turning opportunity into action	Who
<p>Develop distinct branding for key night-time hubs to communicate the unique value proposition of each</p> <p>To enhance the diversification and vibrancy of Sydney's 24-hour offering, there is a need to clearly identify the distinct and complementary 24-hour economy hubs that Sydney comprises. This will give people a compelling reason to explore Sydney's broad and diverse night time offering and, through the Neon Grid framework, be able to clearly plan their nights out.</p> <p>ACTION 38: Destination NSW will work with councils to develop distinct branding for their 24-hour economy hubs. The objective is to create a 24-hour Sydney brand that consists of a set of clear and unique sub-brands that reflect the unique value offering and identity of Sydney's communities. The ultimate goal is to expand the diversity of locations that people visit so as to disperse economic value. To support this initiative:</p> <ul style="list-style-type: none"> • The digital Neon Grid will offer a clear interactive representation of different 24-hour hubs, including the connectivity between them and their rating within the Hub Certification Program proposed in ACTION 3 (page 25). • The 24-hour Sydney Brand working group will work with industry and councils, and with Destination NSW to guide and coordinate collaborative marketing opportunities and ensure they are folded under existing Sydney re-brand work. • An audit of existing sub brands will be conducted across Sydney councils to consider how 24-hour hubs can leverage or evolve from their look and feel. 	<p>Led by</p> <ul style="list-style-type: none"> » Destination NSW <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Create NSW » Industry representatives
<p>Make the Neon Grid a digital, centralised information platform for all of Greater Sydney's 24-hour hubs</p> <p>ACTION 39: Currently, there is no centralised information that provides a big-picture view of Sydney's diversity of night-time hubs to encourage dispersal of visitation and fill the information gap for entrepreneurs and creatives. The Neon Grid framework discussed throughout this Strategy presents a unique opportunity to create a platform that extends across both digital and print touch points to bring this information to various audiences that patron and service Sydney's 24-hour economy. To support this initiative:</p> <ul style="list-style-type: none"> • The digital Neon Grid will visually bring to life key events, venues and experiential opportunities (including online offerings) produced by Sydney's 24-hour economy. This will fill the role of a 'What's On' page, whilst also connecting entrepreneurs and service providers as well as consumers of the night-time economy to opportunities across Sydney's 24-hour economy hubs. • An 'always-on' marketing program will be developed to illustrate Sydney's Neon Grid, distributing relevant content and information to both visitors and local communities outlining things to see and do across Sydney's 24-hour hubs. Consideration will be given to how this information is developed and delivered in a credible and authentic way in partnership with industry and existing publications. 	<p>Led by</p> <ul style="list-style-type: none"> » Destination NSW » Councils <p>Supported by</p> <ul style="list-style-type: none"> » 24-hour Economy Coordinator General » Create NSW » Industry representatives



05

Measuring success



Section 05

Measurement framework

To measure the impact of the 24-hour Economy Strategy, a report on the progress of the initiatives under the Action Plan will be delivered annually. Recognising the evolving nature of the 24-hour economy, the NSW Government will evaluate its progress consistent with program evaluation policies, and update the Action Plan as part of this process.

The below table provides a range of measures the Government will consider as it assesses the impact of this Strategy. The 24-hour Economy Coordinator General will develop detailed success measures as part of the delivery framework for this Strategy.



SOCIAL MEASURES

Objectives

- Foster social inclusion
- Improve diversity of patrons participating in the night-time economy (age, income, ethnicity)
- Improve accessibility to night-time hubs, venues and entertainment.
- Enhance community wellbeing, resilience and connectivity
- Increase liveability scores
- Ensure our town centres are safe, welcoming and functional

Key indicators

- Participant demographic study
- Night-time Economy (NPS)/ Satisfaction score
- Sentiment analysis
- Reduction in alcohol and drug-related violence and crime



ECONOMIC MEASURES

Objectives

- Increase trade efficiency improve yield per hour open at night
- Attract the best global talent
- Grow the number of non-traditional NTE businesses
- Increase the proportion of Sydney's economic value that can be attributed to night-time spend
- Spread NTE value-generating activities across Greater Sydney hubs

Key indicators

- Number of 'core' NTE businesses (food, drink and entertainment) and 'non-core' or 'supporting' businesses operating between 6.00pm and 6.00am.
- NTE sub-sector value and growth
- Total consumer spend between 6.00pm and 6.00am
- Number of people employed in the Greater Sydney NTE
- NTE participation numbers and Creative sector contribution to Gross State Product



CULTURAL MEASURES

Objectives

- Increase the volume of cultural activities on offer
- Increase the affordability of cultural activations
- Increase the representation of Aboriginal and Torres Strait Islander storytelling and art
- Increase the number of opportunities to engage with culture and creativity
- Maintain places of cultural significance
- Enable increase re-use of space for cultural activation

Key indicators

- Number of cultural activities or attractions by local government area/region.
- Number of tickets sold to cultural activities
- City's cultural reputation score
- Additional public space created
- Public space activated at night



06

Acknowledgements



Section 06

Acknowledgements

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We list and thank these below. These organisations have not necessarily endorsed this Strategy.

The 24-hour Economy Strategy Industry Advisory Group

In January 2020 the Minister for Jobs, Investment, Tourism and Western Sydney invited the following organisations to join an industry advisory group to inform the development of the Strategy. Each of these shaped the Strategy through their insights and recommendations, and we thank them for their dedication and energy.

Stay Kind Foundation	APRA AMCOS
Committee for Sydney	Transport & Tourism Forum
Night Time Industries Association	Restaurant & Catering Australia
Australian Hotels Association	Live Performance Australia
Independent Bars Association	Theatre Network NSW
Live Music Office	Keep Sydney Open
Sydney Fringe	Solotel
Merivale	



The Night Time Economy Councils Association (NTECC)

The NTECC was established in 2016 by a number of NSW councils and Local Government NSW. NSW Treasury worked closely with the City of Sydney and other Greater Sydney members of the NTECC throughout the Strategy development process, and we are grateful for their passionate advocacy and contributions.

City of Sydney Council	Penrith Council
Inner West Council	Liverpool City Council
Northern Beaches Council	Randwick Council
City of Parramatta Council	City of Ryde
City of Canterbury-Bankstown Council	Camden Council
Waverley Council	

NSW Government

Responsibility for developing a night-time economy strategy for Sydney has been held by a number of NSW Government agencies over the last two years. We thank the Department of Premier & Cabinet and Create NSW for their previous leadership in this area. Many other NSW Government agencies have played an essential role in the shaping of this Strategy, and these are listed below.

NSW Treasury	Liquor & Gaming NSW
The Department of Premier & Cabinet	Service NSW for Business
Create NSW	NSW Health
The Department of Planning, Industry and Environment	NSW Police Force
Transport for NSW	The Office of Local Government
Destination NSW	Office of the NSW Small Business Commissioner

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A large number of Australian and overseas documents, reports and analyses on the night economy were reviewed as part of the development of this Strategy.

We acknowledge the contributions of these works to the Strategy, and the broader discussion on Sydney's night-time economy.

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