Volume 3

Developing

Building momentum in your
night-time economy

How to use this volume

Who is this volume for?

Councils with developing night-time economies.

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

In practice this means:

- You have a formal night-time economy strategy and internal processes to align it with relevant policies, regulatory frameworks and other council strategies

- There are a number of night-time hubs and precincts across your LGA – anchored around restaurant areas and cultural activities like theatre, cinema and sport, with activity decreasing around midnight

- You have a Night-Time Economy Officer or team to implement your strategy, underpinned by growing recognition within council of the need for dedicated resources

- New places and developments in your area are being designed with a night-time economy lens and are compatible with multiple land uses

- You are focused on building council's internal capacity and creating new community programs to further develop your night-time activity

- Ongoing evaluation is being used to measure the success of your night-time events and activities.

What you'll get from this volume

The actions in this volume will help you:

- Provide your night-time economy team with the funding and resources to deliver your night-time economy strategy

- Take an integrated approach to your night-time economy across council policies and plans, identifying the night-time economy as a priority in your community strategic plan

- Diversify your after-dark activity, supporting operators to extend their trading hours and explore alternative land uses

- Create and activate new precincts, underpinned by robust design principles and standards

- Develop relationships and networks with other councils

- Establish forums to keep your community informed and receive feedback, securing their support for events and activations

- Start to build marketing to attract visitors to your night-time precincts

- Develop your data capability to get insights into the patterns of your night-time economy and inform future action.

Use this volume if the maturity level of your night-time economy corresponds to **LEVEL 3: DEVELOPING** in the Maturity and Capability Framework.

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

How to use this volume

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

Governance	Strategy	Place	Data

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

Tools	Tips	Enablers	Case studies
Developed to help you complete specific actions	Guidance for specific actions based on the experience of others	NSW Government programs and policies that can support your local efforts	Learnings from local and international cities and their night-time economies

Steps

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

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

Reviewing your progress

Councils progress through maturity levels at different speeds.

While you are at this maturity level, you should undertake annual or bi-annual reviews to evaluate the impact of your activities and initiatives.

Undertake reviews via your cross-organisational working group to identify:

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

Governance

Robust governance is essential for developing your night-time economy with the confidence and support of stakeholders, your community and elected council.

It encompasses the structures, processes and practices that allow you to deliver your night-time economy strategy, ensuring your activities are aligned to principles of community participation, transparent decision-making, diversity and inclusion, safety and equity.

ACTION 1

Support your night-time economy team with funding and resources.

At this stage of maturity you should review the number of roles responsible for the night-time economy within your organisation and how they fit into the overall structure.

TIP ✨

Consider using a tool such as a RASCI matrix to allocate roles and responsibilities for actions within your night-time economy strategy. Under this model, members of your night-time economy team or council-wide working group can be:

- (R) Responsible for delivering an action, project or initiative
- (A) Accountable for a project or its resourcing
- (S) Supporting the responsible team members
- (C) Consulted for their expertise and input
- (I) Informed of the progress of the project or initiative

If you don't already have a dedicated Night-Time Economy Officer or team, now is the time to appoint them. Consider where people will be best placed within the organisation to coordinate the disciplines required to support your night-time economy.

Ensure you provide your night-time economy team with the people and funding they need to deliver the vision and objectives outlined in your strategy.

All mature and established night-time economies have dedicated council resources to execute their night time economy strategy, actions and programs.

ACTION 2

Build relationships with neighbouring councils.

Learning from other councils is a critical way to expand the scope of your knowledge and identify initiatives to replicate or adapt for your area.

For more information

Contact the Local Government NSW Social and Community Team communitypolicy@lgnsw.org.au

Establish relationships with other councils to stay across new initiatives and programs, get ideas for night-time activity in your area and identify opportunities for collaboration.

Not only do these relationships build your network of trusted peers – they are a great way to share learnings and best practice. These are key to facilitating the sustainable growth of your night-time economy. Learning from others builds your capacity and helps you understand emerging challenges.

You should also join the Night-Time Economy Councils Committee (NTECC) (see below). The NTECC provides a forum for councils active in the 24-hour economy to share ideas and build a community of practice.

Enabler

Night-Time Economy Councils Committee (NTECC)
The NTECC is a working group of councils active in the 24-hour economy. The group meets every two months to share and strategise night-time economy solutions, advocating for night-time economy improvements at local and regional levels.
The NTECC is supported by Local Government NSW.

Relevance	Councils across NSW operate under the same legislative and policy regimes and share similar local planning regulations. The NTECC provides the opportunity for councils to learn how other LGAs and precincts have approached and solved the same policy and planning challenges around their night-time economies.

ACTION 3

Establish an Industry Reference Panel.

An industry reference panel can provide valuable ideas and feedback on your initiatives and programs, actively involving local businesses in your developing night-time economy.

This reference panel is the next step for any precinct-based business forums you may have in place (see Volume 2: Place Action 4). While business forums are useful for initial stakeholder engagement, establishing a formal panel will allow you to workshop specific ideas and approaches with key industry representatives.

Establish a panel following your standard council processes:

- Set the terms of reference, including meeting schedule (2-4 times per year)
- Call for expressions of interest
- Assess expressions of interest and select panellists
- Set a term limit (2-3 years).

You should aim for 15-20 representatives on the panel, targeting business leaders who impact, influence or have an interest in your night-time economy.

A great example of an industry reference panel is the City of Sydney Cultural and Creative Sector Advisory panel.

Strategy

As your night-time economy develops, your strategy will impact different departments and seniority levels within your organisation. Key activities at this stage of maturity includes aligning council policies to your night-time economy priorities, encouraging businesses to extend their trading hours and utilising council-owned building to support night-time activations.

The following actions will enhance your strategy capabilities to continue to develop your night-time economy.

If you do not already have a night-time economy strategy endorsed by council, we recommend following the guidance provided at **Volume 2: Strategy Action 3**.

ELEVATE Sydney, 2023. Credit: Destination NSW

ACTION 1

Align council regulatory frameworks, policies and infrastructure programs.

It's important that council frameworks, policies and programs provide a coherent, holistic view of your night-time economy.

You will need to work with colleagues in different departments to align council's programs and policies with the priorities of your night-time economy strategy.

This will involve revising key council documents, such as your economic development strategy and destination marketing strategy, to reference your night-time economy strategy.

You should also monitor your planning controls, policies and programs. Use community and business feedback to identify amendments required to support your night-time economy strategy on the ground.

TIP

Don't overlook compliance.

When you review your policies, ensure your regulatory frameworks encourage businesses to take a customer-focused approach to compliance.

They should also provide key information for community and businesses, cultivating a shared understanding of mutual responsibility and council's role in the night-time economy.

ACTION 2

Provide a business concierge for operators diversifying into the night time economy.

As you encourage local businesses to extend their trading hours or host pop-up activities outside normal business operations, they may require additional support and advice.

You can support these businesses by providing a concierge service.

Use the concierge service to connect businesses to council's planning staff and help them navigate planning legislation, including the relevant provisions of the Codes SEPP.

See **Volume 2: Strategy Action 5** for more information on using the Codes SEPP to support and accelerate night-time activity.

ACTION 3

Utilise existing cultural infrastructure and support cultural activity after dark.

Cultural offerings create a vibrant and diverse night-time economy. By supporting arts, cultural and creative activities outside of hospitality and entertainment venues, you will attract a broader range of people to your precincts.

One way you can diversify your after-dark offerings is by using existing cultural infrastructure to run night-time activities and events. Start by exploring the potential of council-owned facilities, such as libraries and community centres, before looking to privately owned venues.

Cultural buildings and facilities can be adapted for ongoing night-time activity or one-off activations. (See **Volume 2: Place Action 3** for more guidance on temporary activations and events.)

TIP

Cultural infrastructure includes:

- Libraries
- Art galleries
- Museums
- Theatres
- Community centres and halls
- Sports facilities.

From a planning perspective, council-owned facilities are simple to use for night-time events.

Privately owned and managed facilities can potentially take advantage of the Codes SEPP provisions (see **Volume 2: Strategy Action 5)** . Engage your urban planners to determine the best approval pathway for activating these assets.

TIP

You can also support creative night-time offerings and programming in your precincts through community grants. Examples include:

- City of Sydney grants for venues to improve their live music and performance programming (Live Music and Performance Grants)
- City of Parramatta grants to assist businesses, community groups, event producers and creatives to innovate and diversify their night-time programming (NTE Diversification Grants).

ACTION 4

Use your communications channels to profile night-time initiatives and operators.

Council publications and channels can be used to build your night-time economy narrative.

Work with your communications and media team to:

- Showcase after-dark offerings from local businesses, night-time events and council's own initiatives

- Feature local innovators, operators and creatives

- Increase interest in your precincts.

ACTION 5

Engage with community groups to promote the importance of your night-time economy.

Ongoing consultation and engagement will help ensure the community continues to share your vision for the night-time economy as it grows and develops.

Build on existing and previous consultation activities to seek broad community input into your initiatives. This could involve inviting feedback on proposed developments, providing opportunities to share ideas or using community input to help shape the identity of new places and precincts.

Be sure to get input from a representative span of your local communities. Designing engagements to target the demographic and cultural diversity of your community – including residents, workers, students and visitors – will provide a more complete picture of the priorities of your community.

This will also help ensure more people across your community understand what you're doing to support the local night-time economy.

When seeking feedback or promoting initiatives, consider undertaking proactive outreach that engages with:

- Multicultural groups and networks

- Organisations or networks that connect with younger residents, students and workers

- Non-government organisations and charities

- Resident action and advocacy groups.

Bogotá, Colombia

Bogotá is the capital city of Colombia, located in the Andean region of the country.

Bogotá is the capital city of Colombia, located in the Andean region of the country. It is one of the largest cities in Latin America, with a population of over 7 million people. Bogotá is a vibrant and diverse city that is rich in history, culture, and natural beauty. The city is home to numerous museums, art galleries, theaters, and other cultural institutions, as well as many parks and other green spaces. Bogotá is also known for its lively nightlife, with many bars, clubs, and restaurants that offer a wide range of entertainment options. The city has a bustling economy that is driven by a range of industries, including finance, technology, and tourism. Despite its size and density, Bogotá has made significant strides in recent years to become a more sustainable and livable city, with a focus on public transportation, bike lanes, and other initiatives to improve the quality of life for its residents. Overall, Bogotá is a dynamic and cosmopolitan city that offers something for everyone, from history and culture to nightlife and outdoor recreation.

Key NTE Features

In 2015 the city embarked on a pilot project to promote night-time loading and unloading of goods that authorized 17 companies to perform these activities between 10:00 pm and 6:00 am. The project helped reduce the city's traffic and emissions by 50%, and companies reported 30% savings in logistics operations.

In 2017, the Office of the Mayor of Bogota launched a project to Revitalize Zona Rosa, a commercial district with one of the highest nightlife densities in the city (118 bars and nightlife venues, several casinos and nine hotels).

The pandemic finally led the city government to appoint a team that sits under the Economic Development Secretary. (Secretaría de Desarrollo Económico) and is responsible for Bogota's comprehensive 24-hour strategy since 2020.

Key challenge:

A comprehensive study of Bogota's NTE was conducted in 2019. One of its findings is that the night is not a monolithic space. There are four main stages:

- the complementary night (6pm-9pm)
- the specialised night (9pm-12am)
- the deep night (12am-3am)
- the preparatory night (3am-6am)

While this study presents a good baseline, the city still lacks access to comprehensive data on it's night-time economic, social and cultural performance.

Key lesson:

The city's 24-hour roadmap includes 5 main actions: 1) Identify zones with high potential for 24-hour interventions; 2) Generate the minimum conditions necessary to enhance night-time security and mobility; 3) Maintain and improve public space by leveraging public and private resources; 4) Promote the efficient use of urban infrastructure; 5) Encourage nighttime economic activity.
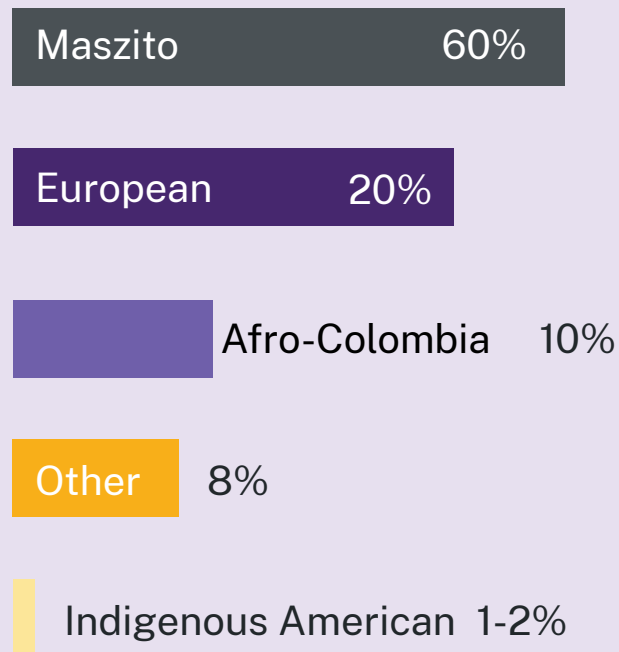
7.6m
Population

32 years
Median age

Cultural diversity

Maszito	60%
European	20%
Afro-Colombia	10%
Other	8%
Indigenous American	1-2%

Source: www.dane.gov.co

Place

As you develop your night-time economy, you should focus on creating inviting and safe public spaces, improving transport and accessibility, and ensuring diversity of activities and amenities.

This will involve balancing the economic benefits of your night-time economy with the interests of residents and other stakeholders.

ACTION 1

Plan for mixed business uses and extended trading hours for unlicensed businesses.

Providing a broad range of offerings is key to stimulating your night-time economy. It will expand people's view of after-dark activity in your area and encourage different kinds of people to get involved.

Your diversified night-time offering should encompass a range of non-hospitality and non-entertainment options such as:

- Retail (clothing, books, stationery, homewares)

- Services (dry cleaners, hairstylists)

- Fitness operators

- Education providers.

This is crucial in ensuring your night-time economy is not solely dependent on the sale of alcohol and related activities. Attracting diverse demographics and supporting shift workers, these businesses and services increase the safety, inclusivity and liveability of your precincts.

Support retail and other unlicensed operators to participate in the night-time economy by:

- Planning for mixed use and extended trading hours for non-hospitality and non-entertainment businesses

- Drawing on your community consultation to design after-dark programs in collaboration with these operators

- Promoting your concierge service (see **Strategy Action 2**) to these operators, supporting them to extend their trading hours

- Involving diverse venues and businesses in community events and activations, demonstrating the potential of extended trading hours.

TIP

Non-hospitality services, such as retail, are key to the success of night-time economies and mixed-use precincts in urban neighbourhoods around the world.

ACTION 2

Extend night time activity hours in selected precincts.

A key way to develop increased night-time activity is to extend trading hours in select areas later into the night. You might extend activity to 11.00pm, 2.00am or 5.00am in appropriate urban contexts.

This action will require public consultation and a review of accessibility, amenity and suitability of proposed activities.

Trading hours are typically specified in a council's development control plan. Extending trading hours may involve revising and modifying your development assessment frameworks.

TIP

Work with your land use planners to modify your Development Control Plan (DCP) and assessment networks, and to survey the community on the potential impact of these changes. These changes can help local businesses extend their offering in the near term and provide for night-time economy growth in the long term.

See **Volume 2: Strategy Action 5** for more information on using the Codes SEPP to support and accelerate night-time activity.

CBDs Revitalisation Program, MPEXPO Macquarie Park

ACTION 3

Trial innovative placemaking ideas.

Create a program to support innovative community approaches to after-dark events and activations.

These programs, such as the NSW Government Places to Love Program (see below), are excellent mechanisms for engaging the community in night-time placemaking. They make your night-time economy more inclusive and accessible and cultivate a greater sense of ownership of it among residents and stakeholders.

Consider seed-funding small trials of ideas and initiatives as part of your program. By setting clear objectives and measures to evaluate these trials, you can identify which ideas are going to have the greatest positive impact on your night-time activity – and have the evidence to make the case for additional support or investment.

Temporary projects that use scalable, low-cost methods can be executed more quickly. These projects have the potential to lay the foundation for long-term change.

For more information

Download the Impact Report: Activating Streets and Centres across NSW

Enabler

Places to Love	
Places to Love was a program to encourage creative thinking and alternative uses of public space.	
A collaboration between the NSW Government and various metropolitan and regional councils, the program was part of The Festival of Place. The NSW Government contributed close to $400,000 in support of Places to Love projects.	
Relevance	Places to Love took a collaborative approach, between Transport for NSW and councils, to trial and fund ideas for making public spaces more vibrant, activated, welcoming and accessible.
Impact	The program identified key factors in the success of innovative place-based projects, including: • Creating a sense of ownership and by involving the community in activating spaces as a participant, rather than as observer • Multiple disciplines within a council or state government agency working together with stakeholders.

ACTION 4

Enhance late-night transport options.

Access to different modes of late-night transport is a key factor for night-time consumers and workers alike, influencing the places they can access and the activities they can participate in.

Engage with Transport for NSW (including the Point-to-Point Transport Commissioner) to identify opportunities to enhance transport accessibility and mobility options in line with the NSW Future Transport Strategy and the night-time economy vision and strategy for your area. The strategy sets Transport for NSW's vision for safe, accessible and sustainable transport, including 30-minute cities, 15-minute neighbourhoods, supporting precincts and districts to be strong, vibrant and active places.

Your transport planners can help you liaise with Transport for NSW on the introduction of carshare and taxi ranks, on-demand shuttle buses and other late-night transport options.

TIP

Draw on your audits of local transport options and night-time activity to support the case for additional or modified services in your area.

ACTION 5

Establish your night-time design principles and standards.

Your night-time design principles and standards should be applied to all public domain works and private development in your LGA. They will help your night-time hubs and precincts to be visually appealing places, ensuring your area is safe and vibrant after dark.

> **TIP** 🪄
>
> Principles guide action, while standards set minimum requirements that must be met.
>
> Ensure your night-time design principles allow for creativity and reflect your local area – including your community, cultural characteristics and history.

Examples of night-time design principles and standards include:

- Adequate lighting
- Quality design through colour and art
- Accessibility and pedestrian mobility in the public domain
- Effective wayfinding

- Crime Prevention Through Environmental Design (CPTED) principles to provide security and prevent crime
- Sustainability standards to minimise impacts on biodiversity from light pollution and maximise energy efficiency.

Crime Prevention Through Environmental Design (CPTED)

CPTED is a crime prevention model that considers the role of the built environment in antisocial and criminal activity.

It provides a structured process for evaluating places and introducing changes to create safer and more secure environments for people.

Main principles of CPTED

Natural surveillance	**Access control**
Using design, landscaping and lighting to ensure people can see and be seen by others	Using natural and technical controls to restrict access or encourage the use of particular routes, including wayfinding and signage
Territorial reinforcement	**Space management**
Using boundaries, spatial legibility and environmental cues to connect people with space	Maintaining areas to maximise community use and security, and increase perceptions of safety

Data

As your night-time economy develops, you will require additional data to measure the success of your strategy. Focus on obtaining your own data and open-source data to maximise efficiency, costs and security.

The three recommended actions will enhance the data capabilities to develop your night-time economy.

Uptown District Showcase 2022. Credit: NSW Department of Enterprise, Investment and Trade

ACTION 1

Build internal capability to analyse multiple datasets.

The key elements of data capability you should focus on developing at this stage are your platform capabilities, your analytical tools and the skills of your people to use data effectively.

These key components include:

- **Data storage:** Where is your data kept? Is it all in one place? How is it made accessible to your night-time economy team?

- **Search:** How easy is it to locate the data you need? Are datasets tagged with appropriate references and metadata?

- **Visualisation:** Data is often at its most powerful when visualised. This could be in maps or graphs through software platforms like GIS or PowerBI, or more sophisticated visualisations that help to tell a story.

- **Analytics:** Data needs to be analysed. At earlier stages of maturity this was predominantly a manual process undertaken by you or your staff. As your data capability increases, you should consider software platforms that can automate some analysis through machine learning or AI. Speak with your IT team about these opportunities.

- **Data literacy:** In order to use data effectively, people need the appropriate skills. Providing general data awareness programs and specific training in privacy, security and analysis, and creating networks of champions, will improve your capability and capacity to operate platforms and portals.

With greater data capability your team can start to combine and analyse datasets together to gain further insights and inform future action. Individual datasets are useful, but the real insights emerge when diverse data are brought together – 'converged' – to build a more comprehensive picture.

For example, consider the insights available from bringing together the following range of datasets:

- Weather conditions
- Event attendance
- Transport origin and destination
- Demographic data
- Economic spend.

By combining and analysing these datasets together, you could explain the impact of a range of factors on participation in a night-time event, including:

- How many people attended the event
- Where they came from and how they got there
- Their ages, genders and cultural backgrounds
- How they spent money at the event and in nearby businesses
- How all of these patterns were affected by the weather.

As you collect and analyse night-time economy data, consider enhancing your internal data governance to ensure privacy, security and usability across your organisation.

ACTION 2

Integrate impact evaluations and key informing datasets to plan future activity.

Transitioning from using data to assess past activities to informing the planning of your future initiatives is a critical step in developing your organisational capability.

To do this you need to start any conversation on an upcoming night-time economy initiative by asking: What do we already know about the situation from our data and prior experience?

Answering this may involve drawing on your insights into the particulars of the local business community or the demographics of the intended audience. It may include asking questions about how people get to a particular place and home again. You may need to use mechanisms like intercept surveys or post-event online surveys to obtain more detail about the actual experience of attendees at your activities.

This data-led approach requires your team going beyond assumptions and commonly accepted understandings to systemically interrogate what the data tells you about relevant social or economic patterns. It involves considering the outcomes and impacts of similar projects to form a picture about what has worked in the past – and why.

TIP ✨

Prepare to be surprised by what your data tells you. Be willing to follow it where it takes you.

This is the definition of an evidence-based approach to projects. As a result, the way you approach planning may be different to what you had originally envisaged.

ACTION 3

Collect data and insights to evaluate initiatives and inform future action.

To measure the success of an activity against your strategy and objectives, be sure to establish baseline data before an intervention and collect data post-intervention. Use the insights to justify future interventions or trial alternative approaches.

Integration of qualitative insights and quantitative data can be a useful analytical process. Bring audience experience learnings together with data you've collected on more general patterns of activity such as:

- Attendance numbers
- Mobility data
- Economic data.

This will allow you to create a more holistic view and provide comprehensive inputs into your future planning processes.

Checklist

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

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

Framework	Focus	Action	In Progress	Complete
Governance	Resources and Funding	Support your night-time economy team with funding and resources		
	Capacity Building	Build relationships with neighbouring councils		
	Co-Design And Collaboration	Establish industry and community reference panels		
Strategy	Integrated Planning	Align council regulatory frameworks, policies and infrastructure programs		
	Diversification	Provide a business concierge for operators diversifying into the night-time economy		
	Industry and Cultural Development	Utilise existing cultural infrastructure and support cultural activity after dark		
	Changing the Narrative	Use your communications channels to profile night-time initiatives and operators		
	Changing the Narrative	Engage with community groups to promote the importance of your night-time economy		
Place	Participation	Plan for mixed business uses and extended trading hours for unlicensed businesses		
	Location and Time	Extend night-time activity hours in selected precincts		
	Wellbeing	Trial innovative placemaking ideas		
	Movement	Enhance late-night transport options		
	Design	Establish your night-time design principles and standards		
Data	Planning	Build internal capability to analyse multiple datasets		
	Intervention	Integrate impact evaluations and key informing datasets to plan future activity		
	Evaluation	Collect data and insights to evaluate initiatives and inform future action		

Next steps

Completing the various actions outlined in this volume has contributed directly to the development of your night-time economy.

Before progressing to the next maturity level you should reassess where you are against your original vision and goals:

- Have your actions been effective in growing your night-time economy?

- Are your efforts supported by staff in different areas and departments within council?

- Has your organisational capability developed sufficiently to implement the actions and processes outlined in your night-time economy strategy?

- Did you identify any implementation barriers or resourcing limitations as you progressed through the actions?

- Have you been able to identify stakeholders within the community and agencies across government that have been able to support your progress?

- Are key decision-makers in council informed and supportive of future actions and ambitions?

TOOL ⚒

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

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

If this maturity level aligns with your council's vision and goals:

- Continue to monitor performance of your night-time economy against your key indicator framework

- Undertake annual or bi-annual reviews to evaluate the impact of your activities and programs

- Adjust your activities and initiatives as required

If your ambition lies beyond this level, your new score will let you know if you're ready to progress to **Level 4: MATURING** or if you need to first revisit some actions in this volume.