

Volume 2

Growing

Cultivating a growing night-time economy

How to use this volume

Who is this volume for?



Councils with growing night-time economies.



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

In practice this means:

- Your local night-time economy has been on your organisation's agenda for at least 12 months, with a clear pathway for action
- Through consultation with key stakeholders and the community you have created a shared vision for a vibrant, safe and diverse night-time economy in your area
- Internal and external stakeholders understand the value of the night-time economy
- Council is planning to recruit a dedicated night-time economy officer or team
- Council is looking for opportunities to invest in night-time activity and improve places that facilitate night-time activity
- You are collecting initial data about local night-time activity

What you'll get from this volume

The actions in this volume will help you:

- Identify a night-time economy lead and establish a formal working group within council
- Understand the key night-time activities in your area and the assets that support them
- Tailor a night-time economy strategy to your area and vision, informed by community and business consultation and outlining clear goals, and objectives and actions
- Implement good neighbour guidance to balance the interests of residents and businesses
- Support local businesses to trade into the late evening
- Promote activations and events to establish or revitalise key precincts
- Form business forums in key precincts to facilitate two-way communication and collaboration
- Establish a key indicator framework with baseline data to evaluate long-term growth
- Start evaluating the performance of your night-time economy, including the impact of your activities and interventions.

Use this volume if the maturity level of your night-time economy corresponds to **LEVEL 2: GROWING** in the Maturity and Capability Framework.

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



How to use this volume

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



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



Developed to help you complete specific actions

Guidance for specific actions based on the experience of others

NSW Government programs and policies that can support your local efforts

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

Steps

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

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

Councils progress through maturity levels at different speeds.

While you are at this maturity level, you should undertake 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

Effective governance is underpinned by clear structures, processes and practices.

Enhancing your governance capabilities is key to growing your night-time economy, allowing you to make responsible decisions, allocate resources efficiently and implement policies in a transparent, accountable and equitable manner.

ACTION 1

Identify a role to lead night-time economy development.

Having a night-time economy lead will enable your organisation to approach issues and actions around your night-time economy in a more coherent and cohesive way. This role is important for accountability and internal communications. The community will also benefit from having a designated contact for night-time economy matters.

Appoint a staff member from a relevant department to lead night-time economy matters for your organisation. Initially this lead may not be a dedicated Night-Time Economy Officer, but their role may develop into this as council investment in night-time economy resources increases.

TIP

You may already have an informal night-time economy lead.

Volume 1: Governance Action 1 recommends nominating someone to lead to the project team or working group taking responsibility for the night-time economy in your council.

If this is the case, formalising this role is an important step towards ensuring you have sufficient resources to deliver on your night-time economy ambitions.

ACTION 2

Create an interdisciplinary and cross-organisational working group.

Establish a council-wide working group to support your night-time economy lead. This working group should expand on your night-time economy project team (see **Volume 1: Governance Action 1**).

Now that your night-time economy is growing, the key activities of this working group are:

- Ensuring you have a project plan in place with clear objectives and deliverables
- Mapping responsibilities and challenges for the night-time economy across roles and departments
- Holding regular meetings to plan your activities and track progress
- Developing your night-time economy strategy (see **Strategy Action 3**).

Draw on your list of internal staff with an interest in the night-time economy to identify the people best placed to contribute to this working group. Be sure to include anyone involved in previous internal consultations, including representatives from:

- Economic and social development
- Events, filming and cultural activities
- Tourism
- Urban and land use planning, including strategic planning and development assessments
- Compliance and regulatory, including noise and licensing officers
- Community safety and crime prevention
- Marketing and communications
- Legal.

TIP

All these groups will have different interests, responsibilities and priorities that need to be coordinated to support a growing night-time economy.

For example, crime prevention experts or officers responsible for compliance are likely to have a different view of night-time activity compared to cultural, events or economic development staff.

ACTION 3

Take an inventory of the key night time activities and assets in your area.

Put the word out to identify the key night-time activities in your area – as well as the assets that support them. Assets include:

- Transportation networks
- Places where people gather at night
- Places that hold meaning for your community
- Performance spaces
- Public domain lighting
- Other urban features and social infrastructure.

Activities include:

- Late-night shopping and retail
- Dining and drinking
- Arts and culture, such as theatre, comedy and cinema
- Late-night library or cultural institution events
- Live music, dancing and clubbing
- Sport and physical recreation
- Gatherings in community and cooperative spaces
- Faith-based gatherings
- Special-interest meetings
- Adult services and related retail.

The aim of this action is to discover the strengths and challenges for your night-time economy – what you're already doing well and where you have room to grow and develop activity in your area.

Invite the community and businesses to contribute to this process to gather a broad understanding of the night-time assets and activities they value in your LGA.

Collect case studies from other LGAs and speak to neighbouring councils to understand what is important to them.

TIP

Consider using a crowdsourcing platform or online survey where residents and businesses can nominate their favourite places and activities and contribute ideas.

ACTION 4**Map your stakeholders and build relationships with government agencies.**

Stakeholder relationships are critical to the success of your night-time economy.

Step 1: Stakeholder matrix

Create a stakeholder matrix to identify individuals and organisations that can support your night-time economy. Begin by listing key stakeholders and brainstorming, with your council-wide working group, the interests, concerns and priorities for each. You can validate these assumptions through consultation processes in the future.

The matrix will enable you to consider the perspectives of different stakeholders, allocate resources efficiently and deliver key programs and initiatives with their support. The matrix will also allow you to identify risks, including stakeholders with a lower appetite for a growing night-time economy.

Key stakeholders include:

- Local businesses
- Chambers of commerce
- Liquor accords
- Cultural institutions
- Elected representatives
- State and federal government officials
- Police and health professionals
- Charities and non-government organisations
- Resident and advocacy groups
- Key user groups i.e. young adults
- Media outlets.

Step 2: Relationships with state government

Focus on building strong relationships with NSW Government agencies that can support your night-time economy agenda, including:

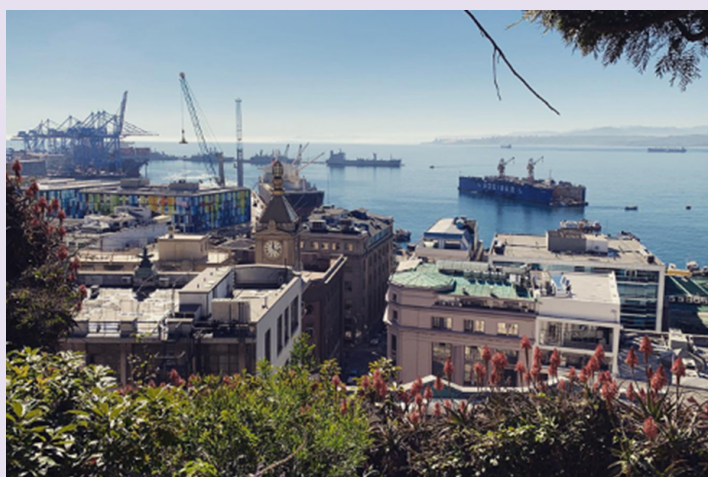
- Office of the 24-Hour Economy Commissioner
- NSW Police
- Transport for NSW
- Liquor and Gaming NSW
- Department of Planning and Environment
- Office of Local Government NSW.

Departments within council will have existing relationships with many of these agencies. Use your council-wide working group to understand where relationships already exist and how you can most productively engage with these agencies.

Valparaiso, Chile

Valparaiso is a vibrant port city located on the coast of Chile, known for its colourful hillside neighbourhoods, rich cultural heritage, and thriving night-time economy.

The city's nightlife scene is diverse and eclectic, with a variety of bars, clubs and music venues catering to different tastes and interests. The city is also well known for its vibrant street art scene which adds an extra layer of colour to its night-time offerings. Valparaiso hosts several cultural festivals throughout the year, which contribute significantly to the city's cultural and economic vitality.



Description of NTE journey

Inspired by Amsterdam's role, in May 2017 the mayor of Valparaiso appointed a Nocturnal Delegate. The Delegate sat within the Municipality's safety department and was responsible for promoting collaboration among residents and the nightlife industry, and reactivating the city's night scene in a safe and productive way.

Key challenges

- A study revealed that, rather being as an advocate or champion of citywide concerns, the Nocturnal Delegate was perceived as a "lobbyist" or promoter of the interests of the nightlife industry. Several council members and local groups criticized the lack of transparency of his administration and the absence of a "master plan" with clear goals.
- Following corruption charges, the Nocturnal Delegate resigned in November 2018

Key lessons

- What works for a city (such as Amsterdam) doesn't necessarily work for others, like Valparaiso
- Situating an office within the city's safety department limits its mandate to overseeing issues such as noise and resident's complaints which are highly subjective and often featured by local media and often linked to a perception of safety rather than evidence.
- The office lacked the scope and resources to solve these issues, compared to enforcement agencies such as the police
- A reactive mindset led by problem-solving approach prevents cities from pursuing more strategic and long-term night-time strategies.



324,000

Population



36 years

Median age



Cultural diversity

White and non-indigenous

63%

Mixed European-Indigenous

20%

Indigenous 9%

Source: National Institute of Statistics, Chile - www.ine.gob.cl/estadisticas/sociales/demografia-y-vitales

Strategy

A key milestone at this stage is the development of a night-time economy strategy. This strategy will connect your objectives to actions and resources – providing a plan for achieving your ambitions.

Successful strategies are based on a deep understanding of organisational strengths, weaknesses, opportunities and threats in relation to people, places and activities.

Creating a strategy specific to your council, community and local area is essential for growing your night-time economy and your organisational capabilities.



CBDs Revitalisation Program, YCK Laneways. Credit: Katje Ford

ACTION 1

Develop insights into your night-time economy.

Review the outputs of your research and consultations with internal and external stakeholders to develop a set of key insights around your night-time economy.

INSIGHTS

Insights are collections of learnings that provide understanding and guide action. They distil key themes from research findings and observations, with a focus on people's behaviours, beliefs, attitudes and motivations.

It's up to you to determine how much detail and evidence you include with each insight. The main thing is ensuring they open up possibilities for your night-time economy – framing problems in constructive ways and encouraging the development of solutions.

This set of insights should identify the main drivers, opportunities and challenges for your night-time economy, aligned to key themes such as:

- **Your council's vision:** What outcomes are you seeking? These may include extending or building on existing precincts, creating new precincts, changing trading hours or promoting more diversity in night-time activities
- **Community and business appetite:** What are the needs of the community and local businesses? These may include later trading, new precincts or different night-time offerings. What are the key issues, objections or motivations for supporting your night-time economy?
- **Barriers to participation:** What are the potential threats and barriers to the night-time economy? These may include accessibility, noise complaints, limited trading hours, strict planning controls, or a lack of performance, art, culture and community offerings.

These insights will provide a bridge between your research and your planning activities and initiatives – starting with your night-time economy strategy (see **Strategy Action 3**).

ACTION 2

Understand your residential profile to support precinct planning.

Understanding your residential profile can help you identify suitable locations for new or expanded night-time precincts, mitigating potential land use conflicts by recognising the needs and priorities of your residents.

RESIDENTIAL PROFILE

Your residential profile should cover demographics and dwelling types across your LGA, as well the proximity of existing venues and activity to residents.

Consider things such as:

- Age
- Culture
- Average income and earning potential
- Home ownership versus rental rates
- Resident types, e.g. young families, retirees, university students, young professionals.

As part of this action, you should also review resident complaints and feedback regarding night-time activity over the last five years. You want to identify any existing tension or conflicts between the night-time economy and resident expectations.

By understanding who your residents are – including their values and concerns – you can more effectively plan development in critical growth locations of night-time activity. Your residential profile will enable you to:

- Be proactive with residents and resident groups to make them aware of the work you're doing to support the night-time economy
- Consult with your council-wide working group to explore actions for managing potential conflicts between increased night-time activity and residents' expectations.

ACTION 3

Develop a night-time economy strategy.

Creating an overarching strategy, supported by consultation and endorsed by council, is a key milestone for your growing night-time economy.

Your night-time economy strategy will:

- Formalise the night-time economy as an organisational priority
- Provide a framework to seek funding and internal and external resources
- Outline a clear direction that other stakeholders can support and advocate for
- Detail specific actions, goals and responsibilities for the night-time economy
- Document community support to ensure evidence-based progress in the long term.

Step 1: Development

Your strategy should be built on the vision you developed for your local night-time economy, bringing together any research you've undertaken and insights you've developed. You can find information on setting a vision in

Part 1 of this toolkit and at **Volume 1: Strategy Action 1**.

You should have also begun a conversation within your organisation, with your elected council and with your community about your shared aims and objectives in relation to your local night-time economy. Building on the stakeholder consultation outcomes of **Volume 1: Strategy Action 1**, a night-time economy strategy is a plan for achieving your aims and objectives.

Step 2: Consultation

NIGHT-TIME ECONOMY STRATEGY

Key elements of your night-time economy strategy:

- Clear goals, objectives or strategic outcomes for council and the community
- Actions that support the achievement of these aspirations
- Assigned responsibilities and timeframes for your actions
- Performance measures for actions and outcomes
- Resources and funding
- Linked strategies, such as your community strategic plan.

You should conduct specific community engagement and consultation around your draft strategy, providing opportunities for comment and feedback on the strategic direction you're proposing for your night-time economy.

Use your council-wide working group to determine relevant actions, goals and responsibilities across your organisation.

Step 3: Endorsement

Once you've finalised your strategy, seek endorsement from your executive leadership and the elected council.

This will provide the authority to integrate and align the objectives, actions and resources across the organisation to deliver the strategy and achieve its objectives.

Burwood

Burwood is a vibrant retail and dining destination with a reputation for authentic Asian restaurants and street food-style experiences. The urban character of the town centre is supported by high-density residential areas and convenient transport options.

The area:

The Burwood Council LGA is in the inner-western suburbs of Sydney. The traditional owners of the land are the Wangal people. Major features include Burwood Town Centre, Westfield Burwood Shopping Centre, Burwood Chinatown, Henley Park, Enfield Aquatic Centre and the Cooks River.

Governance

- Growing awareness of community needs and aspirations related to the night-time economy
- Clear commitment to driving place improvements, activities and activations

Strategy

- Burwood After Dark night-time economy strategy was adopted by Council in September 2023
- The strategy aims to support continued growth of a dynamic night-time economy in Burwood Town Centre
- Currently reviewing frameworks, policies and plans to align governance with night-time economy vision

Place

- Vibrant dining and retail in the town centre
- High-density residential developments and ongoing investment in urban design and public spaces
- Focus on diversifying activities offered in the town centre and improving place character
- Emerging focus on growing the capacity of other precincts to support anchor destinations

Data

- Investigating ways to collect data about night-time trading



The city at night:

Burwood's night-time economy is based around a traditional high street with a strong orientation toward food and dining venues. Burwood Town Centre and Burwood Westfield attract visitors from across Greater Sydney, while residents value the variety of shops and restaurants and the quality of public transport.

Council recognises the need to expand destination opportunities in Burwood Town Centre and support the capacity of retail and dining precincts by increasing the availability of housing, jobs and transport. Notably this includes a new metro station as part of the Sydney Metro project.

As such, Council has created an economic development discussion paper and dedicated night-time economy strategy, Burwood After Dark. This process has involved identifying internal barriers and enablers associated with place and data, using the [24-Hour Economy Strategy for Greater Sydney](#) to benchmark development.

The aim is to develop the local night-time economy in a way that considers and enhances Burwood's character as a family-friendly and culturally diverse area.

Several precincts are likely to emerge in the short to-medium term based around entertainment, cultural experiences and large format retail.

Key challenge:

Thinking creatively about use of public space to create a cohesive night-time experience, ensuring that Burwood's more developed night-time precincts are better able to communicate and collaborate.

Key Lesson:

Establishing a cohesive governance framework has been key to steering the development of Council's night-time economy strategy in its early phases.



40,397

Population

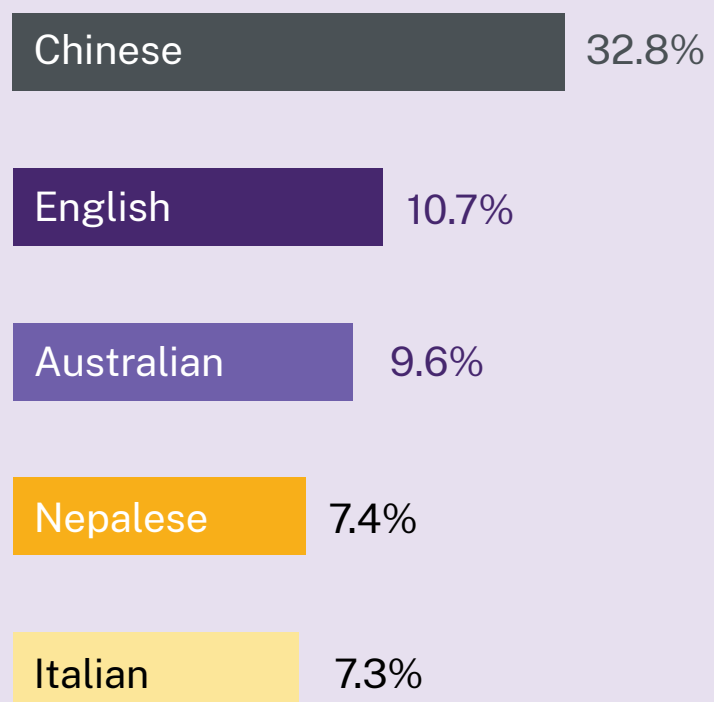


34 years

Median age



Cultural diversity



ACTION 4

Adopt good neighbour guidance.

Encourage constructive relationships between residents, businesses and local authorities through good neighbour guidance.

Good neighbour guidance is about supporting businesses, organisations and groups to operate within your night-time economy without compromising the amenity of your residents.

These policies are aimed at providing businesses with increased awareness of their responsibilities towards neighbouring residents and venues. By promoting respectful practices and communications, they proactively manage potentially adverse impacts of increased night-time activity (e.g. noise, traffic, light) and can help prevent complaints.

They also help manage community expectation around night-time activity, providing avenues for mediation rather than resorting to compliance or legal action in the first instance.

TIP

Inner West Council's [Good Neighbour Policy](#) is a great example of good neighbour guidance developed and adopted by a Greater Sydney council.

ACTION 5

Support businesses to increase night-time activation and diversity.

With a growing night-time economy, new activities start to emerge after 6.00pm.

Small bars, outdoor dining, food trucks and outdoor events are all effective activities for building your night-time economy.

You can help foster diversity in your area's night-time activity by working with local businesses to extend their night-time offering and trading hours.

TIP

The Codes State Environmental Planning Policy (SEPP) (see below) and [Small Bar Licences](#) provide planning tools to support these night-time activities. Work with your compliance team to identify opportunities for local businesses to use these tools.

TIP

Making changes to Development Control Plans (DCPs), such as those incorporated in the Late-Night Trading DCP by the City of Sydney in 2019, can help local businesses extend their offering in the near term and provide for night-time economy growth in the long term.

The changes implemented by the City of Sydney allow for:

- 24-hour trading across the entire city centre
- Unlicensed shops and businesses in late night trading areas to trade 24 hours in the city centre, until 2am on high streets and 12am outside late night trading areas
- Low-impact food and drink venues on major high streets to trade until 2am
- Creation of a new 24 hour cultural precinct in an industrial part of Alexandria
- Venues holding live performances and creative events in late-night trading areas to trade for an extra hour on the night they provide performance
- Extended hours for dedicated performance venues.

Enabler

Codes State Environmental Planning Policy (SEPP)

The Codes SEPP refers to the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.

It sets out the criteria for development that can happen without planning approval (exempt development) or with the approval of a council or private certifier (complying development).

Relevance Councils, venues and cultural and creative operators can take advantage of a range of provisions within the Codes SEPP to accelerate night-time activity. These provisions are particularly focused on enabling low impact or temporary changes, new activities and land uses that enhance night-time precincts.

Impact The Codes SEPP makes it quicker and more affordable to:

- Introduce outdoor dining and food trucks
- Convert shops to small entertainment venues and other uses
- Use standard trading hours and hours of operation outside those in the development consent, including temporary extended trading for Christmas and New Year
- Set up temporary stages, marquees and signage
- Install sculptures and artworks
- Provide entertainment within existing premises



As a legislative planning document, the Codes SEPP can be challenging for non-planners to navigate.

Consider running information sessions or providing an advisory service for local businesses.



For more information

Contact the Codes Team at the Department of Planning
codes@planning.nsw.gov.au

Data

To establish a data-driven approach to your night-time economy, you need to be clear on your vision and objectives, understand what datasets you have easy access to and how you can use these datasets.

If you are not clear on these points, you should revisit the data actions in Volume 1 prior to commencing these actions.

The three recommended actions below will enhance your data capabilities to grow your night-time economy.

ACTION 1

Develop a data gap analysis and acquire key datasets to inform planning.

Building on your data actions in Volume 1, you should at this stage have a good view of the data being collected by your organisation, how it is being used, the frequency of collection and updating, and the cost to access and use it, if any.

The next step in your data journey is to develop a data gap analysis, identifying any additional data you may require for measuring and improving your night-time economy. This process will help you categorise missing data as critical or a nice-to-have based on how useful the information will be for your organisation, your stakeholders and the cost associated with acquiring it.

The standard gap analysis process has four steps:

Step	Action
1. Understand your current state	Audit existing datasets
2. Understand your desired future state	Conduct a process to establish what data you could need to answer the critical questions you have
3. Analyse the gap between current and future state	Identify, catalogue and research the sources of data that may help you fill the gap
4. Make a plan to close the gap	Prioritise actions and resources and implement activities

Once you've undertaken a data gap analysis, you may be able to obtain some key datasets through the following state government agencies:

- [NSW Bureau of Crime Statistics and Research \(BOCSAR\)](#)
- [Open Data](#) (Transport for NSW)
- [Data.NSW](#) (Department of Customer Service)
- [Spatial Collaboration Portal](#) (NSW Spatial Service).

Other priority datasets you identify may be proprietary and have a cost to obtain. The decision to purchase data should be made on the basis of how important it is, and the

opportunities to obtain comparable data from an alternative source.

Examples of commonly used proprietary night-time economy datasets are point-of-sale expenditure data and location services data. These are powerful datasets that can help you understand economic activity and the movement of people to inform your visitation analysis. They are not easily found for free.

Potential sources for the example key indicators provided in Volume 1 are given in the following table.

Key indicators	Examples (as identified by your community and council)	Potential sources
Business data	<p>What is the turnover of night-time businesses?</p> <p>What is the composition of businesses trading at night? How late do they trade?</p>	<p>Licensed premises:</p> <ul style="list-style-type: none"> • via Liquor and Gaming NSW <p>Unlicensed premises:</p> <ul style="list-style-type: none"> • ABR business registry • Google Places data • Local surveys
Demographic data	Age, household composition, income	ABS census data at most granular possible (such as SA2)
Movement data	Number of visitors your LGA receives annually	Transport for NSW open data by mode
Crime data	<p>Number of offences at night (6pm–6am)</p> <p>Number of alcohol-related non-domestic assaults at night (6pm–6am)</p>	ABS census data at most granular possible (such as SA2)
Community sentiment	<p>Through a community survey you can find out attitudes towards nightlife in your LGA, such as:</p> <ul style="list-style-type: none"> • Does it have a lot to offer? • Is it easy to get to? • Does it feel safe at night? 	Local surveys

ACTION 2

Develop an indicator framework and populate it for the baseline year.

Create an indicator framework based on the key factors you've previously identified to guide your night-time economy strategy and measure success. This indicator framework will establish a baseline to compare future results and assess your progress over time.

Useful data to include in your key indicator framework:

- Demographics
- Economics
- Night-time visitation
- Business registry (type and composition)
- Community sentiment
- Movement and accessibility
- Crime and antisocial behaviour
- Licensed premises
- Unlicensed shops and businesses
- Events.

Use the information gathered as part of **Data Action 1** to populate your indicator framework.

The Data After Dark program (see below) highlights work by the Office of the 24-Hour Economy Commissioner to establish shared indicator frameworks for the night-time economy across Greater Sydney.



Understanding what data to measure, visualise and scale in order to draw insights is a key challenge for decision-makers.

Once complete, the digital tool will support councils to measure and benchmark their night-time economies against a high-quality baseline dataset.



For more information

Contact the Office of the 24-Hour Economy Commissioner
24hour@enterprise.nsw.gov.au

Enabler

Data After Dark

Data After Dark is an ongoing NSW Government initiative to improve the capture of –and access to– insights on the performance, challenges and opportunities of the 24-hour economy across Greater Sydney.

Relevance The project involves co-designing and developing a digital tool for planners and policymakers, including some local councils, to measure night-time economy value and health. The aim of the tool is to help these users identify opportunities, track the impact of activities and improve the going-out experience across the city and surrounding areas.

Impact Engaging users early and continually throughout the co-design process maximises opportunities to:

- Build a shared understanding of relevant indicators
- Increase data literacy in the sector
- Create a fit-for-purpose indicator and metric framework.

TIP

An indicator framework will outline what is important to measure, and the metrics and data that will be used to measure it.

An **indicator** is a sign or signals that demonstrate whether a desired outcome is being achieved.

Metrics are the specific numbers or statistics that we use to measure or track performance.

Data is the information used to analyse something or make decisions.

Datasets are groups of data that provide the metrics.

Measuring success of the NSW 24-Hour Economy

The Office of the 24-Hour Economy Commissioner has commissioned a report to measure the impact of the 24-hour Economy Strategy. A set of low-cost and freely available metrics were agreed with the Office of the 24-Hour Economy Commissioner to benchmark and evaluate the success of the strategy's key indicators. These metrics have been grouped around the strategy's Social, Economic and Cultural measurement framework themes.

An example of an indicator framework is below:

Theme	Indicator
Social <ul style="list-style-type: none">• Foster social inclusion• Enhance community wellbeing, resilience and connectivity• Ensure our town centres are safe, welcoming and functional	Perceptions of safety
	Criminal incidents
Economic <ul style="list-style-type: none">• Attract the best global talent• Grow the number of non-traditional night-time economy businesses• Spread night-time economy value-generating activities across Greater Sydney hubs	Core night-time economy performance
	Night-time economy trading patterns and business clustering
	Liquor licensing
	Public transport use
	Google mobility
Cultural <ul style="list-style-type: none">• Increase the volume of cultural activities on offer• Increase the number of opportunities to engage with culture and creativity• Maintain places of cultural significance	Gross state product
	Live performance offering
	Live performance ticket sales and revenue

Further information can be found here:

[Measuring Success of the 24-Hour Economy Strategy](#)

ACTION 3

Develop a systematic approach to evaluating the benefits of activities.

At this stage you should begin to observe the impact of new night-time activities on your night-time economy. Your aim in evaluating benefits is to provide evidence through a consistent approach that can be replicated. This consistency will let you measure things over time and compare different categories of activity.

Use your key indicator framework to monitor activity before, during and after events, and use surveys and insights from the community, as well as information from your datasets, to gain an understanding of the following:

- Did a new local event attract a new demographic to stay out later than normal?
- Did support for al fresco dining in a precinct result in greater economic activity?
- Did the new social media strategy for your local night-time economy result in an increase in visitation?
- Did new lighting or activations near the train station result in more public transport usage and people staying out later?
- Did the recent investment in high-street activations create an improvement in community sentiment?

Next steps

Completing the various actions outlined in this volume has contributed directly to the growth 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 3: DEVELOPING** or if you need to first revisit some actions in this volume.

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	Identify a role to lead night-time economy development		
	Organisational Structure	Create an internal interdisciplinary and cross-organisational working group		
	Community Engagement	Take an inventory of the key night-time activities and assets in your area		
	Capacity Building	Map your stakeholders and build relationships with government agencies		
Strategy 	Integrated Planning	Develop insights into your night-time economy		
	Residential Amenity	Understand your residential profile to support precinct planning		
	Integrated Planning	Develop a night-time economy strategy		
	Residential Amenity	Adopt good neighbour guidance		
	Diversification	Support businesses to increase night-time activation and diversity		
Place 	Wellbeing	Conduct Crime Prevention Through Environmental Design (CPTED) and safety audits		
	Movement	Understand how people access your precincts		
	Appeal	Promote activations and events		
	Participation	Establish business forums in key precincts		
Data 	Planning	Develop a data gap analysis and acquire key datasets to inform planning		
	Baseline	Develop an indicator framework and populate it for the baseline year		
	Elevation	Develop a systematic approach to evaluating the benefits of activities		

