

Volume 4

Maturing

Scaling your night-time economy

How to use this volume

Who is this volume for?



Councils with maturing night-time economies.



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

In practice this means:

- Your night-time economy is gaining recognition across Greater Sydney and NSW
- Precinct-scale activations and pilot events are showcasing your night-time offerings to a broader audience
- Accountability for delivering your night-time economy strategy is shared across the organisation, with specialist knowledge and expertise distributed between different business units
- You are actively involved in building the capacity of local organisations, business operators, community groups and networks whose night-time economy priorities align with yours
- Your planning frameworks are targeted at delivering long-term strategic outcomes, including diverse precincts and night-time entertainment areas
- Increased data analytics capability is generating insights to inform your design and management of places in your area.

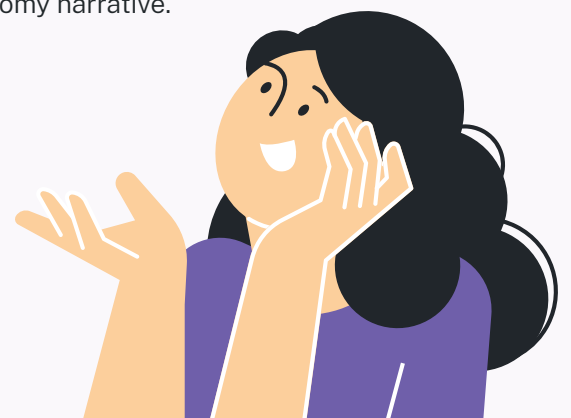
What you'll get from this volume

The actions in this volume will help you:

- Establish a mature night-time economy, including a live music and performance sector, local food scene and a growing group of makers, creatives and artists, supporting hospitality, visitation and the arts and creative industries
- Continue to develop new and emerging precincts, using your design principles and encouraging NTE businesses in centres to create sustainable hubs with enhanced wayfinding and walkability
- Pilot precinct-scale activations, bringing your community together and showcasing your night-time economy
- Build the capacity of precinct-based groups to enable them to play a larger role in the coordination of your precincts
- Scale up the offerings and activities of local arts and cultural industries through targeted programs, grants and planning tools
- Deepen night-time economy knowledge within your organisation, integrating your night-time economy design principles into council activities
- Apply data insights to inform placemaking decisions, validate your shared vision and support your night-time economy narrative.

Use this volume if the maturity level of your night-time economy corresponds to **LEVEL 4: MATURING** 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

Reviewing your progress

Councils progress through maturity levels at different speeds.

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

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

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

Parramatta

Parramatta is Sydney’s second city. From the fast-growing CBD to the river foreshore and the premier sporting venues, this expansive area boasts a number of thriving, multicultural precincts and attractions.

The area:

The City of Parramatta is in Sydney’s central river city. The traditional owners of the land are the Darug people. It is a residential area with significant industrial, commercial, recreational and parkland areas. Major features include the CBD, Sydney Olympic Park, Western Sydney University’s flagship Parramatta Campus, the Riverside Theatres and river foreshore, Commbank Stadium, the buzzing multicultural neighbourhood of Harris Park and Rosehill Gardens Racecourse.

Governance

- Dedicated Night-Time Economy Project Officer working strategically across council and with external stakeholders
- Proactively identifying internal and external enablers

Strategy

- Parramatta Night City Framework 2020-24 sets the night-time economy strategic direction

Place

- Diverse, vibrant precincts
- Grants and activation programs to fuel night-time activity

Data

- Night-time economy data represented in council strategies and informs policy approach
- Reporting and monitoring mechanisms measure night-time economy performance

The city at night:

Parramatta’s rapid development as a strategic centre has created a unique opportunity for organic growth in key locations like Harris Park, Sydney Olympic Park and the CBD. This underpinned the development of the Parramatta Night City Framework 2020-24, transitioning Parramatta to a 24-hour city in strategic areas.



Council has proactively identified the key challenges in scaling its night-time economy, including the need for greater diversity. Close to 80% of night-time business activity is food-based, and 30% of turnover comes from licensed gaming.

To encourage businesses to extend trading hours, council is creating a late-night trading development control plan and is advocating for investment into cultural and security infrastructure.

Parramatta’s Night City Framework identifies strategies to diversify night-time offerings, including:

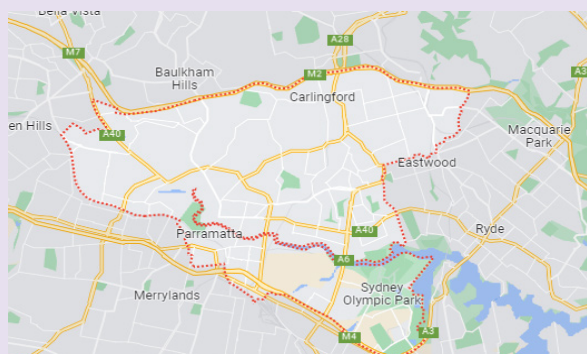
- Producing flagship events like Parramatta Lanes – the city’s award-winning music, arts and food festival
- Supporting major events like Sound West, a landmark music and technology festival, and the 2023 Sydney Writers’ Festival with activations across Parramatta CBD after dark.

Key challenge:

Diversifying the night-time economy and encouraging the growth of new after-dark precincts and extended trading hours.

Key Lesson:

Bringing together different stakeholders to manage the transition from early evening to late night safely and effectively.



Population
256,729



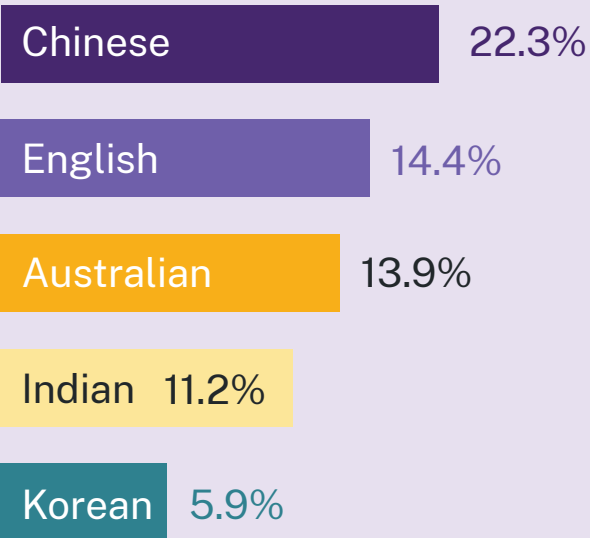
Median age
35 years



NTE value
\$1.1b



Cultural diversity



Governance

At this maturity level, you should have policies in place to manage the complexities of your night-time economy.

Your governance framework now needs to enable the partnerships that will scale your night-time economy and foster greater inclusivity.



Lawn With a View, New Year's Eve, Royal Botanic Garden, Sydney. Credit: Destination NSW

ACTION 1

Upskill staff to expand night-time economy knowledge and expertise.

As your night-time economy grows, more people within council will need to support your programs and initiatives. The planning team may need to think more about multifunctional spaces and cultural facilities, while your compliance officers may need to work closely with night-time economy staff to resolve emerging issues.

Consider how you can best upskill key roles and teams beyond your night-time economy unit:

- Cultivate an operational understanding of council's night-time economy vision and strategy through presentations and internal communications
- Share information that impacts other departments (e.g. changes to the Liquor Act will require coordination with compliance, planning and legal to determine council's interpretation and approach)
- Provide training around new policies and tools that impact people's day-to-day work, such as your night-time economy design principles (see **Place Action 4**)
- Speak to other councils within your network or region to identify processes that you can adopt to improve communication and collaboration.

Building the specialist knowledge of these people will foster better collaboration across your organisation and create additional advocates for your night-time economy. These people will help you retain and transfer knowledge as different staff move on, enhancing your resource depth and organisational resilience.

TIP

Upskill members of your internal working group from areas such as:

- Planning
- Compliance
- Development assessment
- Building certification
- Placemaking
- Events
- Property
- Infrastructure delivery.

ACTION 2

Support business groups to innovate and align with your strategy.

Beyond your local government remit there are a range of innovative activities and initiatives that can accelerate your night-time economy.

You should partner with business groups to foster innovation and promote the adoption of emerging trends outside of what council can achieve on its own.

Draw on your relationships with local chambers of commerce, business networks and alliances to identify potential partnerships.

You can support these business groups by sharing data on resident profiles and making your Night-Time Economy Officer available to keep them up-to-date with council's night-time economy programs and initiatives. By enhancing their understanding of potential market opportunities, you can achieve greater alignment of these groups' strategic aims with your night-time economy strategy.

ACTION 3

Improve the governance of local community and precinct-based business groups.

Building the capacity of external groups and partners is key to scaling your night-time economy. You can improve the governance of these groups through:

- Targeted training
- Advice around incorporating as associations
- Direct support to formalise their partnerships.

Doing this helps ensure the structures and processes of local community and business networks align with council's governance responsibilities and requirements. Incorporated associations are better placed to support your night-time economy strategy and improve the overall governance of your night-time economy.

You may also consider encouraging venues within a precinct to network and develop venue charters. These business-led documents identify principles of best practice for a shared night-time economy vision, laying the foundation for enhanced cooperation and collaboration within a district.

The NSW Government is piloting the Community Improvement District model to create safe and vibrant public places through partnerships between state and local government, community and business.

The **NSW Government Uptown program** and the **Purple Flag accreditation scheme** (see below) are two initiatives that support the enhanced governance of precinct-based groups, recognising the impact this has on the quality, safety and diversity of a district's nightlife.

Enablers

Uptown Program	
<p><u>Uptown</u> is a program to fast-track the formation of local business communities and facilitate the growth of their districts into vibrant hubs.</p> <p>The NSW Government program consists of two stages:</p> <ul style="list-style-type: none">• Stage 1 – Uptown Accelerator• Stage 2 – Uptown Grant Program.	
Relevance	Stage 1 of the program supports business groups to develop a shared night-time economy vision and formalise their partnership with a governance structure. Business groups that become incorporate are then eligible to apply for \$200,000 seed funding in Stage 2.
Impact	Held for the first time in 2022, the program identified a strong interest in district models where councils can provide precinct-scale governance training.



Capacity building of local business communities is key to creating community support for districts and precincts.

Purple Flag	
<p><u>Purple Flag</u> is an international accreditation scheme encouraging excellence in the management of night-time precincts. The scheme recognises precincts and districts that offer a diverse, vibrant and safe night out.</p> <p>Administered around the world by the <u>Association of Town & City Management (ATCM)</u>, the NSW Government is delivering the Purple Flag program locally as part of the <u>24-Hour Economy Strategy</u> for Greater Sydney.</p>	
Relevance	Local groups such as business associations, liquor accords and councils can apply for Purple Flag accreditation for their precinct. The process requires careful engagement with business groups and night-time providers to ensure broad-based stakeholder involvement in planning and operation.
Impact	Purple Flag (NSW) promotes improved management of night-time precincts, supporting placemaking and revitalisation projects and building public confidence in the going-out experience.

Developing partnerships and engaging different stakeholder groups is key to establishing a shared vision and successfully promoting your precinct – raising aspirations, enhancing standards and broadening the appeal of a district.



For more information

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

Strategy

A successful night-time economy strategy is built on collaboration with your key stakeholders. This is essential for ensuring your programs and initiatives reflect the diverse interests of the community.

The following strategy actions will help you scale your night-time economy, balancing the needs of the community and business as your activity increases.

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**.



Vivid Sydney 2019. Credit: Destination NSW

ACTION 1

Design and deliver programs to scale local arts and cultural industries.

Design, implement and refine programs to scale the various arts and cultural industries involved in your local night-time economy.

These may include grant programs and planning tools, detailed below, as well as other targeted interventions such as:

- An online portal to host information on night-time activities in the community
- Courses to upskill business owners on diversifying their offerings
- Street parties and other activations that support local arts and culture
- Upskilling venues to host arts and cultural events and activations
- Matchmaking events to bring creatives and venues together

TIP

Use your night-time economy data to identify areas for intervention.

Draw on any previous pilots of innovative placemaking trials (see **Volume 3: Place Action 4**) to guide and develop a more extensive program for your local arts and cultural industries.

Grant programs

Establish grant funding programs to support individuals and community groups to scale their night-time economy capabilities and offerings. These are a key success factor at this level of maturity, enhancing your night-time economy.

Use these grants to enhance your night-time economy through public events, temporary activations, and arts and cultural activities such as:

- Street parties
- Outdoor cinemas in a local park
- Food truck nights
- Local food celebrations
- Immersive art experiences
- Dance classes.

While applicants from outside your LGA can bring professionalism and diversity, there is value in requiring collaborations with local businesses, organisations and community groups as a funding condition. This ensures greater local authenticity, visibility and community endorsement for your programs.

The CBDs Revitalisation Program (see next page) is a great example of using grant funding to facilitate arts and cultural activities and increase a sense of community in precincts and places.

TIP

Create clear criteria and incentives that foster industry and business collaboration in the design of your grant funding guidelines.

Be sure to provide consistent messaging around grant programs. Communications are critical for identifying and reaching your target audiences.

Planning tools

Consider existing and future planning policies that can enable the use of buildings and vacant spaces for temporary or permanent cultural activities.

This may involve using shops or existing cultural infrastructure to run cultural activities and events at night. It could also involve expanding your promotion of public events and activations to provide more opportunities for arts and cultural operators.

There is also potential to change planning controls i.e. LEP controls to incentivise cultural development in specific precincts or DCP sound controls to support and encourage activities. Councils can also create their own LEP exempt provisions to encourage late trading of specific uses like unlicensed businesses in specific areas.

Support local groups to take advantage of planning policies by:

- Creating awareness of the Codes SEPP exempt provisions, including information sessions specifically for arts and cultural operators
- Providing a concierge service to provide advice, connect people to your planning staff and help them navigate legislation and policies
- Working with your compliance team to identify other opportunities to leverage policies and planning tools
- Incorporating targeted advice and support as part of the grant programs above.

Enabler

Vibrancy Reform – events and entertainment

New legislation (Vibrancy Reform) has been passed by the NSW Parliament which will permanently relax the rules for outdoor dining allowing venues to make the most of their outdoor space with a quicker, light-touch application process

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

CBDs Revitalisation Program

The CBDs Revitalisation Program was introduced by the NSW Government to accelerate the post-COVID economic and social recovery in Greater Sydney, Newcastle and Wollongong.

Relevance The program provided targeted support for activations to attract people back to CBDs, linking wider economic and cultural revitalisation with the pillars of the 24-Hour Economy Strategy for Greater Sydney.

Impact Key program stats:

- \$50 million in grant funding
- 67 projects funded
- Activations in 17 CBDs
- 3 funding rounds.

TIP

The Codes SEPP make it quicker and more affordable for operators to:

- Modify the use of a venue
- Convert shops into small arts and music venues
- Set up stages, marquees and signage
- Provide entertainment within existing venues
- Introduce outdoor dining.

For more information see **Volume 2**.



The creative reuse of space is a complex affair. Grant recipients need to engage early with local stakeholders to ensure the success of their activation.

Programs also need to ensure reporting requirements are proportional to the size of the grant provided.



For more information

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

ACTION 2

Encourage more night-time activity in local centres without compromising residential amenity.

Night-time activity centred on the evening and earlier part of the night, such as dining, can peacefully coexist with large residential populations in local centres.

However, night-time activity that extends beyond midnight can lead to conflicts when your precincts are located near residential areas. Encouraging later night-time activities in employment zones, separated from residences, can support these uses to operate 24/7.

Use planning tools and mixed-use zoning to create thriving night-time hubs and precincts:

- Allowing mix of business activity across retail, food and drink, commercial, educational and industrial sectors to support your night-time economy
- Limiting the density and location of significant residential development near night-time precincts likely to extend their trading hours in the future
- Planning and designing precincts to support increased residential density nearby while minimising the impact of noise on them (e.g. use office space as a buffer between night-time uses and residential buildings or review DCP sound controls to encourage fair management of entertainment sound)



Place

As your night-time economy matures, your focus will shift to expanding into new locations, enhancing your existing precincts and hubs and ensuring council's development and planning decisions support your placemaking objectives.

ACTION 1

Expand your night-time activity into new locations.

TIP

The expansion of your night-time economy should be identified within your night-time economy strategy and outlined in council's community strategic plan.

It may also be outlined in local strategic planning statements, as new development is often the catalyst for creating new night-time economy clusters.

Step 1: Identify locations

Draw on your area audits and night-time activity mapping to identify locations for potential activation, new activity or enhanced activity.

In your assessment of potential hubs and precincts, consider:

- Accessibility and mobility (including transport options)
- Residential amenity
- Safety
- Character
- Existing activity.

Engage with the local community and business owners to inform your assessment and decision-making.

Step 2: Promote enhanced activity

Based on community and industry feedback, facilitate the expansion of night-time activity in appropriate locations through:

- Amendments to planning controls (see **Strategy Action 2** on mixed-use zoning)
- Innovative programs
- Placemaking interventions.

Plan and design new night-time hubs and precincts to mitigate any adverse impacts of increased activity, such as noise, odour and traffic.

Use your night-time design principles and standards to guide the design of new or expanded night-time precincts (see **Volume 3**).

ACTION 2

Improve the walkability of your public spaces.

Public spaces are central to the night-time precinct experience. Improving the walkability and appeal of your precincts will enhance visitation, business activity and safety.

Make public thoroughfares, footpaths, parks and plazas more appealing and interactive through:

- Safety and accessibility improvements
- Creative lighting
- Night-time wayfinding
- Pop-up performances.

TIP

Review any previous improvements you've made to footpaths, parks and plazas in your night-time hubs and precincts. Have they improved safety, accessibility and mobility?

Design any place interventions with reference to:

Crime Prevention Through Environmental Design (CPTED) and safety audits (see **Volume 2: Place Action 1**)

Design principles and standards (see **Volume 3: Place Action 5**).

ACTION 3

Pilot precinct-scale night time activations.

Precinct-wide night-time activations and events bring your community and local businesses together, showcasing your night-time hubs and places to audiences and visitors beyond your LGA. They have the potential to become flagship events for your night-time economy and your area. These could be night markets, cultural events or major festivals. They could be one-off events or activations running over a series of nights.

You will need to work with teams across your organisation and local businesses to plan and coordinate these events. Consult with state government authorities, such as Transport for NSW and NSW Police, to ensure these events are run smoothly.

ACTION 4

Embed night-time economy design principles into council activities.

Work with teams across your organisation to incorporate your night-time design principles and standards into all public domain works and placemaking activities, including:

- Infrastructure planning
- Landscape design
- Urban design
- Civil infrastructure works
- Masterplanning
- Maintenance and improvement works.

This will ensure council's design and placemaking activities are targeting at improving your night-time hubs and precincts. It will also increase the number of potential locations for enhanced night-time activity within your LGA.

TIP

See **Volume 3** for guidance on establishing design principles and standards for your night-time economy.

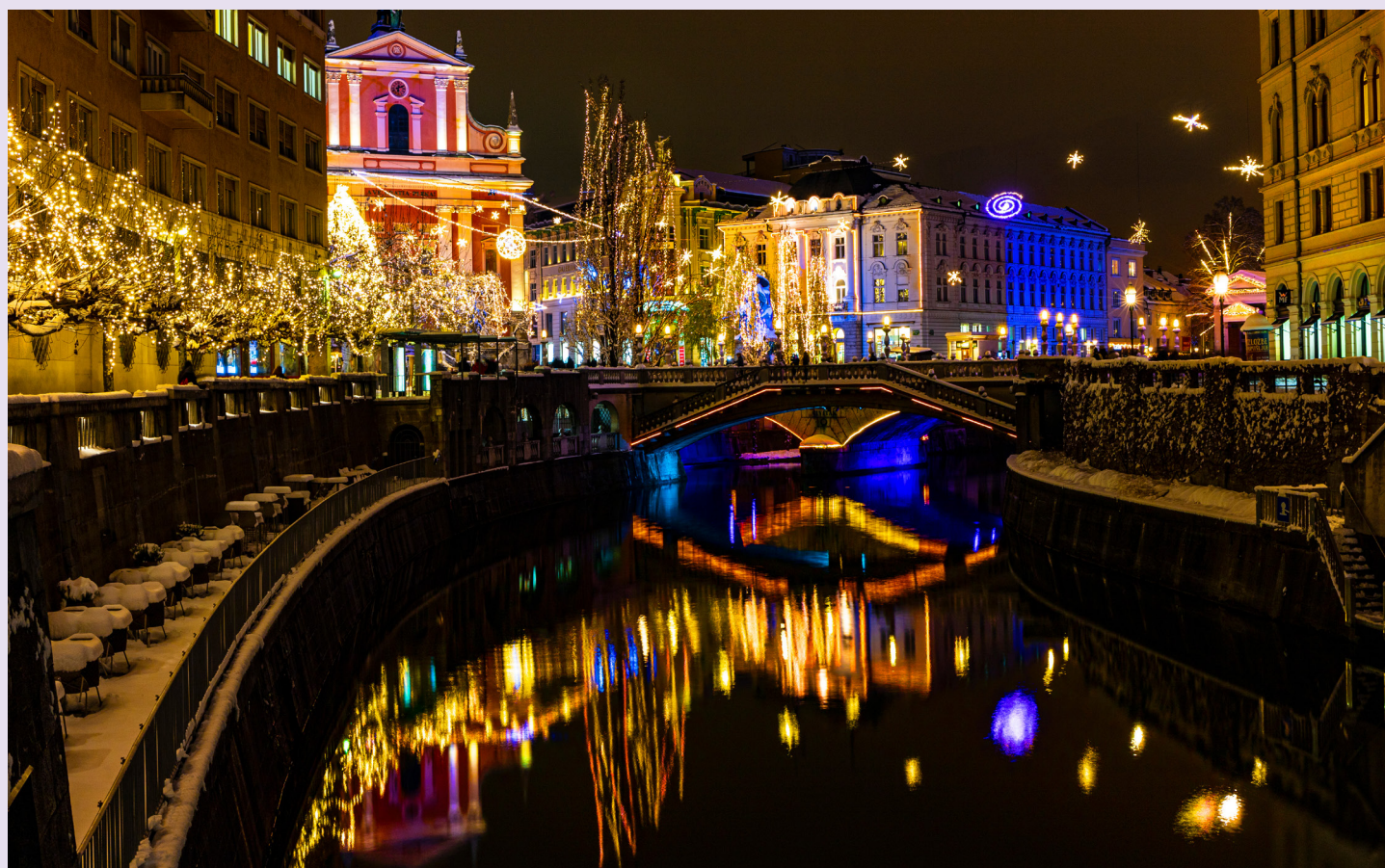
Amsterdam, The Netherlands

Amsterdam is a vibrant and culturally rich city located in the Netherlands, known for its picturesque canals, historic architecture, and progressive attitudes towards social issues.

The city's night-time economy is a significant part of its cultural landscape, offering a diverse range of entertainment options for visitors and locals alike. Amsterdam's nightlife scene includes numerous bars, clubs, music venues, and restaurants, as well as cultural institutions such as museums and theaters that offer late-night events and exhibitions. The city's reputation as a hub for electronic music and DJ culture has also helped to attract a global audience to its night-time offerings. Additionally, Amsterdam's liberal approach to policies such as drug use and sex work has made it a popular destination for tourists seeking a more unconventional nightlife experience. Overall, Amsterdam's night-time economy is a vital component of its identity as a cultural capital of Europe, and an important contributor to the city's economy and global reputation.

Key NTE Features

- A pioneer in night-time planning through the creation of a Night Mayor Foundation.
- The adoption of a “festival approach” to manage nightlife, which refers to curating nocturnal experiences in the same way you would curate a music festival: clear rules and regulations, roles, wayfinding.
- Amsterdam's compact size and well-connected public transport system make it easy for visitors to navigate the city's night-time offerings.
- High density of the city's nightlife hotspots are located in close proximity to each other, making it possible to visit multiple venues in one night.
- The city also offers a wide range of cultural events and exhibitions after dark, including late-night openings at museums and galleries, and theater and dance performances.





Key challenge:

Massification of tourism and its concentration in three central nightlife districts: Leidseplein, Rembrandtplein and the red-light district. This concentration created many issues as residents complained about noise, public urination and other issues.

Underutilized buildings with the potential of being open throughout the day.

Key lesson:

The distribution of night-time activity must be done spatially and temporally: the city introduced 24-hour permits as a mechanism to encourage new venues to emerge outside of these specialized areas. Creating nightlife hubs in less central areas can be a useful strategy to reduce congestion in already saturated central urban areas, while also stimulating tourism and development in other neighborhoods.



872,000

Population

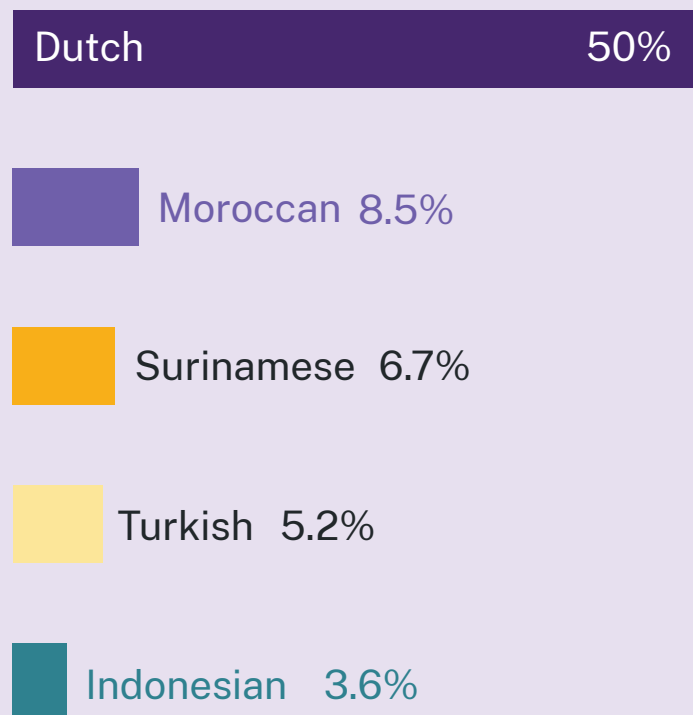


39 years

Median age



Cultural diversity



Source: www.cbs.nl/en-gb/our-services/open-data

Data

Data is a key success factor in scaling your night-time economy.

At this stage of maturity you should draw on the expertise of researchers and academics to apply a higher level of data analysis and deliver comparative insights for your night-time economy.

This will help give you a sense of your trajectory in a broader context, identifying lessons from other night-time economies that could be applicable in your area.

ACTION 1

Apply data insights to shape placemaking.

Programs that invite co-design and collaborative input into the use of place are important for securing community participation and ensuring your night-time places reflect local contexts (see **Volume 3: Place Action 3**).

This action is about further deepening that journey toward locally relevant night-time economy places by bringing your data insights to these conversations.

Leverage your data capability to move beyond anecdotes, estimates and intentions and focus on the kinds of social activities and physical features that have a demonstrable impact on the performance of your night-time economy. The aim is to be able to draw a connection between your initiatives and interventions and measurable impacts in specific areas of your LGA.

Consider partnering with a local university to validate these inferences and obtain further insights and analysis. Universities often have research centres that are interested in using genuine data to develop and test theories and new approaches. They are well equipped with experts and sophisticated data analysis methods and systems.

TIP

Inviting academic involvement into data-led community placemaking processes can provide access to best practice ideas and capabilities.

These can help your efforts and suggest future opportunities and solutions to local challenges in your night-time economy.

ACTION 2

Implement a Monitoring, Evaluation, Learning (MEL) framework to improve your planning.

The Monitoring, Evaluation, Learning (MEL) framework provides a methodology for turning your indicator framework into a cycle of continuous improvement.

TIP

MEL involves systematically collecting and applying data to monitor, evaluate, learn and adapt initiatives. It encompasses monitoring for tracking progress against a stated objective, evaluation for informed decision-making and learning for ongoing improvement during implementation.

1. The first principle is to establish repeatable approaches and consistent data collection practices.
2. The second principle is to create a methodology that prioritises the use of data to inform the design and evaluation of initiatives, and embed
3. The third principle is to build a strategic learning culture into your organisation. opportunities to apply learnings into your project delivery processes, modifying your direction according to your data-led insights.

The Victorian Government has produced a guide to developing and implementing MEL Frameworks specific to place-based initiatives. While not focused directly on night-time economies, this guide provides a useful resource in understanding the elements of a MEL approach, and why they can support great outcomes:

[Place-based approaches: Monitoring Evaluation and Learning toolkit.](#)

To implement a MEL framework:

- Define the specific objectives and indicators that are relevant from your indicator framework.
- Capture and analyse data before, during and after implementation of an initiative. Use data insights during the delivery phase of activities to correct your course, if required.
- Share your findings with stakeholders and use them to improve your programs, targeting specific areas for improvement or for scaling up.
- Continuously review and adapt.

Implementing a MEL framework across an entire organisation is a considerable undertaking and may require some changes to operations. Primarily, these changes relate to how projects are designed and delivered to incorporate more upfront identification of objectives and measures, and a level of investment into systematic evaluation. The benefits, however, are more agile data-led delivery, and a culture of learning and continuous improvement that will see initiatives honed to provide greatest impact.

ACTION 3

Use night-time economy data to shape your narrative and support advocacy.

Use data alongside case studies and the stories of local advocates to support your night-time economy narrative. This is key success factor at this level of maturity.

Drawing from your comparative analysis and program impacts (which you verified at Data Action 1), work with your communications team to substantiate the impact of your maturing night-time economy strategy, resulting in positive change in your community.

Data can enhance the credibility of your messaging, resulting in increased investment and support for your night-time economy, including by:

- Supporting decision-making about activities, interventions and budget allocations
- Validating your shared night-time economy vision
- Providing evidence and experiences that together tell a story in support of your night-time economy narrative
- Advocating for investment and support by demonstrating value and impact.

Next steps

Completing the various actions outlined in this volume has contributed directly to the scaling 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 scaling your night-time economy?
- Are your efforts and ambitions supported by key decision-makers in council and staff in different areas and departments?
- Has your organisational capability matured sufficiently to implement the actions and processes outlined in your night-time economy strategy?
- Are your strategic programming and investment levels aligned with the scale of your night-time economy?
- Does your matured strategic direction continue to reflect the interests of your community and stakeholders?
- Are you supporting business and creative communities to play a larger role in developing the vision for your night-time precincts?

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 reviews 2-5 years 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 5: ESTABLISHED**, 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	Upskill staff to expand night-time economy knowledge and expertise		
	Business Partnerships	Support business groups to innovate and align with your strategy		
	Capacity Building	Improve the governance of local community and precinct-based business groups		
Strategy 	Industry and Cultural Development	Design and deliver programs to scale local arts and cultural industries		
	Integrated Planning	Leverage planning controls to encourage more NTE diversity, including more performance, cultural and creative activities and later trading licensed businesses. Encourage night-time activity in local centres, without compromising residential amenity		
Place 	Location and Time	Expand your night-time activity into new locations		
	Movement	Improve the walkability of your public spaces		
	Appeal	Pilot precinct-scale night-time activations		
	Design	Embed night-time economy design principles into council activities		
Data 	Placemaking	Apply data insights to shape placemaking		
	Measurement	Implement a Monitoring, Evaluation, Learning (MEL) framework to improve your planning		
	Advocacy	Use night-time economy data to shape your narrative and support advocacy		

