

Sydney Night-Time Economy Roundtable – Action Plan

August 2016

Theme	Action	Priority / Impact & Timeframe	Comment
1. Governance	1.1 Establish a new entity within Government which has ongoing responsibility to implement and monitor action plan progress and liaise with stakeholders to foster and promote Sydney's night time economy, with regular reporting to the Deputy Premier	High priority / Medium impact Within one month	<ul style="list-style-type: none"> • Appoint a lead / champion from within government – Department of Planning and Environment, Arts NSW, Department of Premier and Cabinet or Destination NSW. • Explore models for good governance – with an entity within government to drive night-time economy actions. This entity should report to a key Minister, and be supported by a night-time economy advisory body / committee. It should also be appropriately empowered to achieve cut through and deliver outcomes (with supporting legislation, executive of government). • This approach was supported by Dr Crozier, who proposed that the government lead should not be within a cluster lower than a cluster that the Deputy Premier has portfolio responsibility for. • There was agreement among Roundtable members that government needs to be the lead; and that a broadly based entity should be established to provide guidance to this position. • The lead / entity should be bipartisan – involving local and state government commitment – to support residents' needs. • Consider whether this is a standing entity or one with a sunset clause, in order to achieve cultural and behavioural change to address the 'current crisis'. <p><i>Following Roundtable number three, it was determined by the Roundtable</i></p>

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			<p><i>Chair that the Executive Director, Arts NSW will lead a taskforce with responsibility for implementation, liaising with key stakeholders and monitoring progress of the measures contained in the Sydney Night-Time Economy Action Plan.</i></p>
2. Planning, design and place making	2.1 Develop a night-time economy master plan for Sydney	High priority / High impact Within six months	<ul style="list-style-type: none"> • There was agreement among Roundtable participants that the night-time economy should be inclusive of economic, social and cultural activities, and should also consider services such as transport. • The master planning process should involve a layered approach that: establishes an understanding of night-time activity; sets out key objectives (e.g. improved connectivity, avoidance of clustering); and identifies opportunities to address these. • A coordinated, whole-of-government approach will be required to clarify the scope of the night-time economy master plan – in terms of both the land uses and regulatory regime (e.g. across liquor licensing, Development Applications and infrastructure); and to support strategic planning informed by data and needs.
	2.2 Establish a central repository, that includes economic and visitor data, regulatory, crime and health data to inform business planning and decision making in relation to the Sydney night-time economy	High priority / Medium-High impact Within three months	<ul style="list-style-type: none"> • Roundtable participants were strongly supportive of developing a robust evidence base to guide planning for Sydney’s night-time economy. • Data on the night-time economy should be accurate, relevant, available, and accessible to all. • A centralised data repository (or list of links/contacts for the latest data) was seen as critical to developing a shared understanding of Sydney’s current night-time economy, and to guide ongoing management, monitoring and

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			evaluation of key actions / initiatives.
	2.3 Develop targeted measures to support the master plan to support safer places and spaces through place activation, lighting, “pedestrianising” areas, and other crime prevention through environmental design initiatives and activating streetscapes and building frontages	High priority / Low impact Within 12 months	<ul style="list-style-type: none"> • It was suggested that this action should focus on the physical environment / crime prevention through environmental design, rather than “policing” • Key initiatives to support safer places and spaces in the city centre and Kings Cross included: <ul style="list-style-type: none"> ○ Providing access to dynamic, open-source data ○ Cross-agency planning ○ A diversity of uses in the night-time economy (e.g. through extended trading hours). • The City of Sydney safety survey will be completed by end June 2016 and can be shared with Roundtable members. It was noted that community perceptions of safety may reflect media reporting rather than crime statistics. • <i>Links with action 2.1 (Develop a night time economy master plan for Sydney)</i>
	2.4 Foster stronger management and governance of the night-time economy in areas of high activity – for instance through independent hosts supported by local government (as in Amsterdam / similar to Take Kare ambassadors)	Medium priority / medium impact Within six months	<ul style="list-style-type: none"> • Following Roundtable meeting three, it is noted that the Take Kare Safe Space program is conducted by the Salvation Army in the Sydney CBD on Friday and Saturday nights to help vulnerable young people who may be affected by alcohol or drugs.

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	2.5 Review planning controls relating to entertainment precincts, to avoid high concentrations of licensed venues and related cumulative impacts	Medium priority / medium impact Within 12 months	<ul style="list-style-type: none"> A freeze on the granting of high impact licences, such as hotel licences and nightclub style venues, in the Sydney CBD precinct is currently in place.
	2.6 Activate streetscapes and building frontages	Medium priority / medium impact Within 12 months	<ul style="list-style-type: none"> <i>Links with actions: 2.3 (Activate areas to create safer spaces – ensuring lighting, dispersing crowds, and “pedestrianising” areas); 3.4 (Improve walkability and accessibility in the public domain; improve the connections between entertainment offerings to ensure lively streets connecting a range of night time activities); 5.1 (Encourage and facilitate the use of vacant commercial spaces and public places for establishing pop up performance and art offerings); and 5.2 (Encourage and facilitate the use of vacant commercial spaces and public places for establishing pop up retail and food offerings)</i>
	2.7 Identify reforms to the planning regulations – through changes to Exempt and Complying Development (e.g. to encourage start-ups, creative and small business) and the Building Code of Australia (BCA)	Medium priority / medium impact Within 12 months	<ul style="list-style-type: none"> Reforms to the planning regulations to provide greater incentives for small, creative start-up businesses and reduce red tape. <i>Links with action: 2.5 (Review planning controls relating to entertainment precincts, to avoid high concentrations of licensed venues and related cumulative impacts)</i>
3. Access and transport	3.1 Establish an online app or portal to provide real time information about what’s on and	High priority / Medium impact Within nine months	<ul style="list-style-type: none"> An app or portal was strongly supported to cut through the multiplicity of existing information, by creating a coordinated platform that ‘adds value’. Importantly the app should provide access to information on late night

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	open and how to access		<p>transport options.</p> <ul style="list-style-type: none"> • Audit existing offerings and audiences, so as to avoid reinventing the wheel. Consider the target audiences for the app (tourists/residents); and establish market needs (e.g. the Amsterdam app focuses on the city centre). • Engage with users of the city at night as part of the app development process. • Google can provide users with information on the <i>fastest</i> travel route, however the app could provide information on the <i>safest</i> route (dependent on lighting, available travel options, activity levels, etc). • It was noted that the relevance and usability of this app will be dependent on stakeholders contributing relevant and up to date information to support the app. • It was noted that many successful apps are dependent on ‘taste’ (e.g. Timeout app). • <i>Links with action 3.2 (Establish a world class wayfinding system for visitors to access public transport hubs and major facilities)</i>
	3.2 Establish a world class wayfinding system for visitors to access public transport hubs and major facilities	Medium priority / Medium impact Within 12 months	<ul style="list-style-type: none"> • Develop clear, prominent signage that integrates with the theme for the City and night-time economy, and that addresses the current disconnect relating to some public transport signage. • Following Roundtable meeting three, it is noted that as part of the Government's Arts and Cultural Policy Framework, it is intended that arts and culture be integrated into the design and development of urban regeneration projects by working with Transport for NSW to re-imagine infrastructure

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			<p>delivery to turn spaces into creative destinations. The Arts and Transport Framework is currently in the development phase.</p>
	<p>3.3 Conduct and promote a trial of public transport (such as train services, night buses, ferries, light rail,) to 4am on Friday and Saturday nights; informed by further data analysis, review of current late night transport options, desktop and consumer research</p>	<p>Medium priority / Medium impact Within 12 months</p>	<ul style="list-style-type: none"> • ‘Major event’ sized crowds in the city centre and Kings Cross on weekends require late night public transport services, noting that this has cost implications for government. Integrated transport planning is done well in Sydney for major events, and this approach should now be extended to support and strengthen Sydney’s night-time economy. • Research is required to understand the most appropriate <i>modes</i> of transport to support the night-time economy and to support future planning by Transport for NSW. Consider all modes of travel – not just train services– including night buses, ferries, and light rail. Consumer perceptions of cost / safety are also important considerations relating to travel preferences. • There is also a need to understand population growth and development in relation to the night-time economy (e.g. where people are coming from), and to identify relevant options to support future growth. • Consider allowing busking on trains/light rail – as a way to support increased safety. • Further comments relating to the research: <ul style="list-style-type: none"> ○ Collect data to determine whether there is demand for trains / other modes of transport late at night. For instance, some people may feel safer using taxis, ridesharing, etc. Also consider the costs associated with each transport mode and consumer perceptions of cost. ○ It was noted that a relevant trial is currently underway and data can be

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			<p>shared with Roundtable members.</p> <ul style="list-style-type: none"> ○ Other jurisdictions may offer insights for funding late night transport, particularly the Victorian trial of 24 hour transport.
	3.4 Identify ways to improve walkability and accessibility in the public domain; improve the connections between entertainment offerings to ensure lively streets connecting a range of night time activities	<p>Low priority / Medium impact</p> <p>Within 12 months</p>	<ul style="list-style-type: none"> • <i>Links with action 3.1 (Establish an online app to provide real time information about what's on and open and how to access)</i>
4. Policing, enforcement and regulation	4.1 Continue support for the ongoing NSW Police approach to community engagement and policing within the precincts; work with NSW Police and relevant bodies to support a safe and vibrant night-time economy	<p>Low priority / Low impact</p> <p>Within 12 months</p>	<ul style="list-style-type: none"> • Reinforce and support the philosophy being taken by NSW Police towards friendlier approaches to policing. • 2011 Residents' Association representative commented that residents do not consider the plans of management for licensed venues are well enforced by City of Sydney; and that improved monitoring and enforcement are required to build trust and support residential amenity in the city centre and Kings Cross.
	4.2 Promote responsible behaviour by developing messages and standards of behaviour that apply to venues and patrons; develop and promote tools and educational materials for industry	<p>Low priority / Low impact</p> <p>Within nine months</p>	<ul style="list-style-type: none"> • The Australian Hotels Association NSW representative noted that the <i>Patron Code of Conduct</i> currently being developed by 11 licensed venues in Newtown could be considered in relation to this action. • Consider the measures adopted / proposed by the Sydney CBD and Kings Cross Liquor Accords to improve patron behaviour and liquor law compliance.
5. Cultural and	5.1 Work with stakeholders to	High priority / High	<ul style="list-style-type: none"> • The Live Music Office and City of Sydney have done work in this space; <i>Create</i>

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behavioural change	encourage and facilitate the use of vacant commercial spaces and public places for establishing pop-up performance and art offerings	impact Within six months	<p><i>in NSW</i> (the NSW Arts and Cultural Policy Framework) also supports this action; this action would require support from Department of Planning and Environment.</p> <ul style="list-style-type: none"> • Destination NSW was supportive of this action and has learnings/principles that can be shared to support this action.
	5.2 Work with stakeholders to encourage and facilitate the use of publically owned land as well as privately owned spaces to enable the establishment of pop-up retail and food offerings	High priority / High impact Within six months	<ul style="list-style-type: none"> • The City of Sydney regulatory framework supports these uses. • Pedestrianisation of George Street offers opportunities to implement this action.
	5.3 Actively promote the availability of a range of food options at night in the precincts, for example food pop-ups / food trucks, including affordable food options	Low priority / Low impact Within 12 months	<ul style="list-style-type: none"> • This action was supported as an important initiative to support a positive 'visitor experience' of Sydney. • City of Sydney has a role in supporting this action.
6. Diversity including arts and culture	6.1 Trial an increased late night retail and non-licensed premises trading program	Medium priority / High impact Within six months	<ul style="list-style-type: none"> • The City of Sydney has completed research on local/State planning controls and barriers to business for late night trading (i.e. positive messages required for customers and workers). • City of Sydney is not limiting this to just retail; all non-licensed premises are included. The addition of "non-licensed premises" was proposed [see opposite]. • This action was supported by Destination NSW and Department of Planning

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			<p>and Environment.</p> <ul style="list-style-type: none"> Use retail to support Sydney as a 24/7 city – Encourage shops to open late at night, at key times of the week when safety issues are most likely to occur (i.e. Thursday, Friday, Saturday nights).
	6.2 Facilitate the promotion and greater public awareness of the late night opening of Sydney's cultural institutions	<p>Medium priority / Medium impact</p> <p>Within three months</p>	<ul style="list-style-type: none"> Encourage an annual late night event when all state cultural institutions are open. Destination NSW strongly encourages State Cultural Institutions to stay open late (e.g. during Vivid Festival). It was noted that 'White Night' in Melbourne is successful, but requires significant resources.
	6.3 Identify how vacant / unused spaces in the city centre and Kings Cross could be utilised for events and activities – for example, markets, live music, light/art installations	<p>High priority / Low impact</p> <p>Within three months</p>	<ul style="list-style-type: none"> This action could be used to support popular events like the Sydney Fringe Festival. See research conducted by the Live Music Office. Destination NSW and other stakeholders to promote / encourage this action. For instance, trial activities using Arts NSW / City of Sydney properties. Identify opportunities for the regulatory regime to facilitate this action. For instance, a Barangaroo pop-up New Year's Eve event is not possible under the existing system.
	6.4 Work with stakeholders to promote the activation of street frontages and look at improving processes to make it easier for places to be activated through	<p>High priority / Low impact</p> <p>Within three months</p>	<ul style="list-style-type: none"> <i>Links with actions: 2.6 (Activate streetscapes and building frontages); and 2.3 (Support safer places and spaces through place activation, lighting, "pedestrianising" areas, and other crime prevention through environmental design initiatives)</i>

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	outdoor dining and/or public art		
	6.5 Identify reforms necessary to the planning laws to enable the promotion and encouragement of multi-purpose venues – i.e. book store by day, small bar by night	Low impact	<ul style="list-style-type: none"> • <i>Links with actions: 2.5 (Review planning controls relating to entertainment precincts, to avoid high concentrations of licensed venues and related cumulative impacts) and 2.7 (Identify reforms to the planning regulations – through changes to Exempt and Complying Development (e.g. to encourage start-ups, creative and small business) and the Building Code of Australia (BCA))</i>
	6.6 Work with stakeholders to support the night-time economy and the diverse offerings of Sydney after dark for all audiences – i.e. arts and culture, sport, entertainment, retail, hospitality	Medium priority / Medium impact Within six months	<ul style="list-style-type: none"> • Develop a Contemporary Music Strategy (building on the City of Sydney Live Music and Performance Action Plan) to provide guidance for live music venues / industry. • The Live Music Office is currently working with the Queensland Government to look at strategies to assist live music venues. Nashville, South Australia (Music Development Office), Victoria all provide good examples of government working with live music venues – for instance to stage all-ages events etc. • The Government and the City of Sydney are working on regulatory reform for the music/cultural industry and part of the Government’s better regulation program. • <i>Links with action: 7.1 (Establish an integrated media/marketing campaign and program)</i>
7. Communications	7.1 Establish an integrated media / marketing campaign and program that promotes:	Medium priority / High impact	<ul style="list-style-type: none"> • Target residents with key messages to encourage Sydney-siders back into the city centre and Kings Cross.

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	<ul style="list-style-type: none"> the Sydney night-time economy as a safe and diverse place to visit for residents and visitors the benefits of what has been achieved in the precincts, to encourage more diverse audiences to return to the city and Kings Cross; focus on the diverse offerings of the night-time economy in the precincts, not just alcohol the safety of the city and Kings Cross with the reduction in violence, and encourage the community (individuals, family groups and friends) to visit and use the leisure attractions 	Within six months	<ul style="list-style-type: none"> The addition of “visitors” was proposed [see opposite]. Change the language we use in communicating with residents and visitors to communicate that ‘Sydney is open for business.’ This action requires an integrated approach by all key stakeholders (e.g. in 2016 Vivid Festival is expanding to Kings Cross). <i>Links with actions 3.1 (Establish an online app to provide real time information) and 7.2(Promote responsible behaviour by developing messages and standards of behaviour that apply to venues and patrons; develop and promote tools and educational materials for industry)</i> Following Roundtable number three, it is noted that a strategy for engaging with young people may be required to support future engagement and planning for Sydney’s night-time economy, further to the initial Youth Consultation Forum.
	7.2 Develop and implement a social marketing campaign to achieve cultural change / education to support responsible alcohol consumption and appropriate behaviour in the	High priority / High impact Within six months	<ul style="list-style-type: none"> It was suggested that a public health campaign be developed and implemented to support this action and that potential funding sources and partnerships for be explored to support key initiatives (public/private). The NSW Ministry of Health representative noted that structural interventions are required to support behavioural change over time. It is noted that the NSW

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	precinct after dark		<p>Ministry of Health is awaiting the outcomes of the Callinan Review which will provide evidence to inform future decision making / action.</p> <ul style="list-style-type: none"> • Following Roundtable number three, it is also noted that an Arts and Health Framework is in the development phase to integrate health and the arts across the NSW public health system (following establishment of a Health and the Arts Taskforce in 2015). The Framework may support opportunities for health promotion in the precincts. • <i>Links with action 7.1 (Establish an integrated media / marketing campaign and program)</i>