

OPEN

OPEN Sydney

Future directions for Sydney at night.

Strategy and action plan 2013–2030

OPEN SYDNEY

01
02
03
05
06
08
12
17
21
26
27
57

01 Lord Mayor's Message

02 01/Executive Summary

03 02/Introduction

05 03/OPEN Sydney

06 A Global Sydney

Global leadership
Good governance and
coordinated action

08 A Connected Sydney

Connected transport
Connected business, events
and visitors

12 A Diverse Sydney

Diverse options
Diversity and planned growth

17 An Inviting and Safe Sydney

Better public spaces
Improved drinking cultures

21 A Responsive Sydney

Responsive regulation
Cutting red tape
Village plans

26 04/Measuring our success

27 05/Appendix: Action Table

57 06/References

Lord Mayor's message

Sydney has an opportunity to deliver a world-class, sustainable night-time economy, with some of the Asia-Pacific's best dining, shopping, cultural and public space experiences.

We are well on the road, and already deliver some of the best large night-time events globally. Now it is time for the breadth of experiences on offer in Sydney at night to catch up.

The challenges ahead of us to deliver this ambitious goal are large, but not unachievable. This strategy aims to address our current problems such as growing visitor volumes, transport availability and capacity, the diversity of leisure options available at night and how to better balance growth to ensure Sydney is a place where people can live as well as do business.

Safety is critical to the future of Sydney at night – for our residents, visitors and businesses.

We cannot do this on our own, and we will be working closely with government, business and our residents to make Sydney the city it has the potential to be.

Drawing from the discussion paper OPEN Sydney: Future directions for Sydney at night, this strategy and action plan is based on a wide consultation on what people wanted for their city after dark. It is also based on a substantial body of new research and submissions provided during the public exhibition period. The breadth of this work is unprecedented internationally, and represents Sydney's commitment to improving residents', visitors' and business experience at night. I want to thank those who have worked with us to help shape this vision.

This strategy and action plan is about enabling Sydney to become the city that got it right, balancing the needs of people and businesses to benefit both.



Lord Mayor Clover Moore



01

Executive summary

OPEN Sydney presents a clear vision and direction for the development of Sydney's night-time economy over the next 20 years.

The strategy and action plan contains a roadmap for improving Sydney's night-time economy. Together the City of Sydney, NSW Government, business, cultural and community stakeholders can achieve our ambitious vision.

OPEN Sydney has five night-time goals:

1. **A Global Sydney** – including innovative solutions, good governance and coordinated action.
2. **A Connected Sydney** – including connected transport and connecting visitors, business and events.
3. **A Diverse Sydney** – including diverse options and planned growth.
4. **An Inviting and Safe Sydney** – including welcoming public spaces and a more civilised drinking culture.
5. **A Responsive Sydney** – including responsive regulation, cutting red tape, and precinct plans providing locally tailored solutions.

Priority projects

- Delivery of landmark new policies including a Retail Action Plan, a Hospitality Action Plan, a Tourism Action Plan and a Cultural Policy, all with night-time elements;
- Promotion of Sydney as the Asia-Pacific region's premiere dining and live music destination;
- Delivering the Transforming Sydney project – with light rail, outdoor dining, retail and family friendly activation connecting George Street, Sydney's main street;
- New CCTV, more toilets and bigger bins in high volume night-time locations;

“A truly functional world-class city caters for everyone and respects all of its citizens and visitors. It finds a balance and makes compromises so that everything works in harmony. It looks for the best outcomes for everyone and it does it in a sustainable way.”

– Participant, Online Forum

- Doubling of NightRide bus services and a night-time shuttle bus service trial;
- An annual Nuit Blanche or White Night style event, where Sydney cultural institutions and galleries stay open late on one night of the year;
- Australia's first 24-hour library;
- Workshops to help property owners develop creative lighting displays on building façades year round;
- Advocate for restrictions on growth in key late-night precincts in Sydney.
- Review our own policies to identify growth opportunities for the NTE in other areas in Sydney;
- Easier, faster and simpler processes for business; and
- Better complaint-making processes for residents.

Measuring our success

In Sydney by 2030:

- 40 per cent of people using the city at night will be aged over 40;
- 40 per cent of businesses open after 6pm will be shops;
- Will double its annual night time economy turnover to \$30 billion; and
- There will be a 25 per cent increase in jobs in Sydney's night-time economy.

02

Introduction

In 2011, the City of Sydney set out to rethink the type of city Sydney could be at night. We consulted widely with residents, business, cultural and government stakeholders about what was working well and what could be improved. At the same time, we undertook landmark research on a scale not seen in Australia or overseas.

This new research and extensive consultation informed the discussion paper OPEN Sydney: Future directions for Sydney at night¹.

What do people want?

During the OPEN Sydney public consultation in 2011 people told us they wanted:

- Transport, including 24-hour trains and buses, more taxis, more parking and shuttle bus connections between night-time precincts;
- More diversity of activities for all ages, not just for those aged 18–25, including good-quality late-night food and shopping;
- Creative lighting to beautify Sydney streets and attract more people;
- More basic facilities such as public toilets;
- Sydney’s drinking culture addressed;
- Less red tape; and
- A stronger focus on collaboration and partnerships².

Importantly, many people thought Sydney was doing things right, including:

- Our major events and outdoor festivals;
- Our growing small bar scene and dining culture;
- The unique and authentic character of Sydney’s villages; and
- Our use of consultation to guide our policy development³.

All findings are summarised in the City of Sydney Night Time City Policy Consultation Report⁴.

What did the evidence say?

Night Time Economy economic benefits and costs

As Australia’s global city, the City of Sydney accounts for 7.5 per cent of Australia’s gross domestic product. The night-time economy also makes a significant contribution. In 2011, the City of Sydney commissioned research⁵ into the economic benefits and costs of Sydney’s night time economy. It found \$15.1 billion was generated in 2009, and represented 28.4 per cent of all jobs.

Of this, \$425 million was generated by beverage-led businesses (liquor retail, pubs); \$1.4 billion came from cafés, restaurants and takeaway food shops, and \$868.6 million was generated by entertainment-led businesses such as cinemas, creative and performing arts, clubs, sports and recreation, amusement, horse and dog racing.



Shops and retail turned over \$3.9 billion, \$2.3 billion was generated by infrastructure services, and \$3.4 billion was attributed to other (libraries and archives, architectural, engineering and technical services, market research and statistical services, and advertising services)⁶.

The estimated annual tax revenue generated by the City of Sydney's night-time economy was \$457 million.

The night-time economy is not without its costs, which were about \$125 million in 2009 for both state and local government. This includes transport, police, health and local services such as cleansing. Of that figure, \$30 million is attributable to the City of Sydney⁷.

Night time city usage patterns

Pedestrian volumes in some places of Sydney at night exceed those of daytime crowds, but only 6 per cent of people in our city after 11pm were aged 40 or over.

Surveys we conducted in busy areas like George Street, Oxford Street and Darlinghurst Road show that on Saturday nights, between 5,000 and 7,500 people an hour use the city's footpaths.

As congestion decreases after 1am, anti-social behaviour also falls⁸.

03 OPEN Sydney

Improving Sydney's function at night will ensure new night-time experiences are better balanced with daytime activities, and are far more inclusive of the broader population. This will be important as our population continues to age and as tourism markets, work practices and leisure patterns change.

OPEN Sydney is a strategy for the development of Sydney's night-time economy. It will be the basis for all decision-making about Sydney at night between now and 2030, and includes actions for making Sydney's night-time economy better connected, more diverse, inviting and responsive to change.

“A truly functional world-class city caters for everyone and respects all of its citizens and visitors. It finds balance and makes compromises so everything works in harmony. It looks for the best outcomes for everyone and does it in a sustainable way.”

– Participant, online forum

Our vision for the city at night is based on five goals:

1. **A Global Sydney** where Sydney is an internationally recognised night-time city, based on our design, diversity, safety, innovation, creativity, strong economic growth and leadership; where we govern our city well through coordinated action.
2. **A Connected Sydney** where businesses connect to events, to each other and to residents, workers and visitors; with hubs that activate different city precincts; where transport links to outer suburbs; where digital access is fast and free.
3. **A Diverse Sydney** with later opening hours, and where more no-alcohol activities attract families and older people; where new venues and activities emerge in underused spaces, and where traditional spaces by day take on new uses at night.
4. **An Inviting and Safe Sydney** with beautiful design, including lighting, where spaces for pedestrians encourage strolling and exploring; where streets are safe and free of violence, and where there is respect between visitors and residents.
5. **A Responsive Sydney** where innovation is encouraged by reducing red tape, and where proactive, problem-solving teamwork with government and industry is the norm, and local solutions reflect local character.

“The end product should be a tool other cities can benchmark against.”

– Thought Leaders Focus Group

Goal 1. Global Sydney

Leading global cities are those which show leadership; are well governed; which coordinate actions across government, business and other sectors, and manage the growth of their cities.

Global Sydney – priority actions

- Promotion of Sydney as the Asia-Pacific region’s premiere dining and live music and entertainment destination;
- Creation of a new global night time cities index to rank international cities;
- Creation of a national cost benefit methodology to compare economic night-time economy turnover across Australian cities and internationally; and
- Creation of an OPEN Sydney round table, which will meet annually to monitor and report on the delivery of actions and projects.

1.1 Global leadership

We believe the scale of our evidence-based research and public consultation about night-time economy is a world first. The City of Sydney can and should play a leadership role in working with other global cities in developing our cities at night.

To achieve this, we will work with the Destination NSW Destination Dining Partnership to brand Sydney as the dining capital of the Asia-Pacific region.

We will continue to develop world-class policy and responses to the changing needs of Sydney’s night-time economy, and we will broadcast our findings nationally and internationally.

We will partner with leading researchers and thinkers to develop a Night Cities Global Index, which will rank cities globally on the performance of their night-time economies, and aim to be in the top three of this index.

We will develop nationally consistent research methodologies for Australian cities to measure the economic benefits and costs of their night-time economies, pedestrian volumes, congestion, economic diversity, anti-social behaviour and factors which drive visitor numbers, and work towards methodologies which have international comparability.

We will connect with other global cities that are delivering coordinated responses on the night-time economy and create an international policy practitioner network.



1.2 Good governance and coordinated action

Good governance is essential to a well-managed global city at night, and governance supposes it is possible to intentionally create and shape order, creating a sense of organisation in our city after dark. Importantly, good governance of our city can transform us into a world-leading night-time city.

We do well in some spheres, such as the NSW Police and the City working together, but could improve in other areas, such as how we coordinate with business, government bodies, residents and others, to deliver the night-time Sydney we want.

We will hold an annual OPEN Sydney round-table meeting to report on achievements and actions completed in implementing this policy. We will outline plans for the year ahead, and we will publicly report back on actions completed each year.

We will advocate to the NSW Government for a high-level, whole-of-government task force to jointly address issues impacting on night-time economies across the state.

We will establish a City of Sydney and NSW Police round table, which will meet annually to coordinate efforts. We will create a local government network regarding policy and practice in the night-time economy.

We will develop a plan for how we will continue talking to the public, businesses and governments about our work on the night-time economy, and in five years, we will consult with the public about whether our long-term vision for night is changing the way visitors, residents and businesses experience Sydney.

We will convene local working groups in priority zones to deliver on area-based plans. Kings Cross will be the first location where a working group will be established.

We will strengthen our relationship between City of Sydney front-line staff and NSW Police by regular liaison in high-priority locations to ensure City staff are fully aware of their operating environment at night.

We will formalise communication between the City of Sydney, NSW Police and the Office of Liquor, Gaming and Racing Liquor Licensing Group to ensure better compliance and regulatory coordination between agencies.

1.3 What does a Global Sydney look like?

- Sydney is connected with other global cities on our night-time economy work;
- Achievements and milestones are reported;
- We are a leading dining and live music and entertainment destination in the Asia-Pacific region;
- A diverse range of people visit the city at night;
- Residents and visitors feel safe on the streets after dark;
- Strong relationships exist between the City and other agencies such as NSW Police; and
- A strong sense of order is achieved without taxing residents' creativity and innovation, and visitors' positive experiences.



Goal 2. Connected Sydney

Fundamental to the transformation of Sydney at night is a city with strong, efficient transport links to local precincts and greater Sydney. As the residential population, the evening workforce and visitor economy grow, night-time transport must keep pace. Providing integrated, accessible, clean, safe and frequent public transport is a basic requirement of Sydney's night-time economy.

Connected Sydney – priority actions

- Deliver Connecting our City, a landmark strategy to improve Sydney's transport;
- Doubling of NightRide bus services and a night-time shuttle bus trial;
- A review of all Sydney night-time taxi rank locations, design and operations;
- A night-time Sydney web portal and app; and
- Connecting businesses with events, opportunities and each other to create a more “connected” experiences for city workers, residents and visitors.

2.1 Connected transport

Sydney has large crowds in the night-time economy which are not well-served by public transport. Research by the University of Western Sydney (UWS) found 58 per cent of people surveyed were not satisfied with public transport in Sydney at night and wanted more bus and rail services⁹.

Trains end at about 1am, when crowds in areas like Kings Cross and George Street are at their greatest. The City's own research found that crowds on George Street on Saturday night between midnight and 1am were the same as the evening peak at Martin Place. NightRide bus services replacing trains are neither frequent nor desirable enough to meet crowd demands. Frequencies of bus services decline after midnight; however, the City's research found 23 per cent of people would like to catch a bus home after a night out¹⁰.

Finding a taxi is also a challenge, and while the City's research¹¹ found 23 per cent of people said they would use a taxi to get home, only 20 per cent of those aged over 45 were satisfied with taxi availability in research by UWS¹². Interestingly, younger people aged 18–24 in the same research were more likely (48 per cent) to be satisfied with taxi availability at night. The taxi industry itself has called for more public transport due to the size of crowds late at night, arguing that taxis should not be the major mover in the late night economy.

There is a link with safety and security and good transport options. Hadfield (2011: 162) notes: “Poor availability of late-night transport means people are required to spend longer in nightlife areas after bars and nightclubs have closed, and leads to frustration and competition for scarce transport resources and also the use of unsafe methods returning home.” It is this frustration noted by Hadfield which can make late-night transport hubs “flashpoints” for violence.

“We need high quality transport 24 hours a day.”

– Participant, Key Stakeholder Forum

To improve transport in Sydney the following actions are required:

2.1.1 Increased public transport options at night

The City will advocate for the delivery of more frequent public transport after the evening peak along existing rail, bus and light-rail routes, and a doubling of the NightRide bus services.

We will advocate for a review of night-time bus stop and taxi design, security and lighting to ensure people feel safer using public transport at night. We will also advocate for improved, visible night-time signage including the delivery of digital information in public spaces and within private venues, with real-time live feed on next train and next bus information as well as data provision to smart phone application developers so that all transport choices available by price, time and location can be easily accessed.

The City will advocate for an amendment to the Passenger Transport Act 1990, freeing up operators to provide shuttle bus and other innovative, subsidy-free services between precincts and across greater Sydney at night. This would enable a trial of safe, clean and frequent buses connecting the city's villages, central transport hubs and parking stations from 8pm. Some services could provide a private door-to-door service from later trading areas.

The City has committed \$180 million to support the extension of light rail along George Street, which will transform the street into a pedestrian friendly, light rail and retail boulevard¹³, ensuring services operate late into the night, especially over the busy weekend period. The City will advocate for further extensions of light rail along Hickson Road, Oxford Street (Darlinghurst) and Glebe Point Road.

The City will continue to advocate for the roll out of integrated fare and ticketing systems, where one fare purchase on the Opal Card can be used for all forms of transport.

2.1.2 Increased taxi access

The City will lead a review of the location of all night-time taxi ranks in Sydney to ensure locations meet areas of greatest demand, are well designed, lit and managed. The City will also seek to identify opportunities to increase the options for taxis to legally pick up and set down passengers, especially after 11pm.

To increase the supply of taxis between midnight and 5am, the City will advocate for a 'pre-pay' system for taxi fares after midnight; new part-time taxi plates for drivers working 6pm to 6am, Thursday, Friday and Saturday nights, and new plates for maxi-taxis to increase the number of people who can be transported home.

The City will also advocate for improvements to the skills and accreditation of security staffing secure taxi ranks and the introduction of patron identity checks.

2.1.3 Improved parking and bicycle access

The City will review parking controls in areas adjacent to shopping strips, cinemas, theatres and dining (commercial and mixed use) to improve customer numbers and attract an older population and families to the city.

We will work to encourage car park operators to review their operating hours in later trading areas to ensure they are open at evening peak times.

With bicycle use increasing in Sydney, the City will create more secure late-night bicycle parking points and stations with bicycles for hire.

We will explore sensor-activated lighting for cycleways along connecting routes and connect night-time bike users with information about cycle routes and night-time experiences, as well as more information about riding at night, and the law applying to riding after alcohol consumption.

“3am taxi changeover is one of the worst times to be on the streets at night.”

– Participant, Online Forum

2.2 Connected business, events and visitors

More than half of all international visitors and two-thirds of all business visitors to Australia come to Sydney. In 2010, for the first time, visitors from mainland China and Hong Kong were the largest national group, accounting for 13.1 per cent of all visitors¹⁴.

At present there is no central website or app where business, visitors or residents access information about what's open and what's happening in Sydney after 6pm. Our growing Chinese visitors and international students need better connectivity to city life. Many of Sydney's public places lack access to free wi-fi and visitor information services close at 5pm. Sydney is only beginning to connect business to the numerous events large and small. Vivid Sydney 2011 did this with great success and more than 170 shops traded late in the city during the festival.

Domestic visitors in Sydney want to eat out at restaurants (63 per cent). This suggests we could encourage diners to include other experiences when coming to the city to eat, such as shopping, seeing a show, or visiting a bar. The result of connecting people to a full range of 'packaging experiences' or cultural tourism creates what Myerscough (1988)¹⁵ calls a 'multiplier effect', where a visit to one venue (i.e. a theatre) can result in a visit to many.

Done well, Sydney's night-time offering could be a drawcard for domestic and international tourism, and will provide many opportunities for economic growth and benefit.

To improve business, visitor and event connectivity, the following actions are required:

2.2.1 Visitor information and connectivity

The City will open its tourist information kiosks in Sydney, Haymarket and Kings Cross until at least 10pm on Friday and Saturday nights during summer. We will explore opportunities for more tourist information kiosks, especially in Newtown, Oxford Street, Redfern and Central station servicing both day and night-time visitors to these areas.

Working in conjunction with Destination NSW and the business sector, we will create a one-stop Sydney at Night website and app to enable people to access information about what's on, what's open, transport options, special and offers. We will also explore more interactive design elements such as near-field technology, which enables information to be loaded into smartphones.

In partnership with the private sector and NSW Government, we will explore night ambassadors or 'hire a local' programs, based on the successful New York City scheme a local person can be hired to show tourists the sights. We will ensure that we meet the needs of our growing international population, with a focus on Chinese language visitor services.

We will explore options to deliver free wi-fi to key public locations across Sydney for use day and night, and we will provide free wi-fi in the City of Sydney library network.

2.2.2 Packaging visitor experiences

We will advocate for event alerts to be sent to businesses and hotels to better connect visitors with events. We will also advocate for alerts or updates about cruise ship arrivals to be sent to businesses, to encourage later trading.

We will promote the benefits in trading later by linking to events, so retailers, service industries, accommodation venues, restaurants and bars all benefit. We will work with Destination NSW to reflect the need for cross promotion in NSW Government materials, ensuring visitors have multiple 'experiences' when they visit Sydney.

We will continue to deliver our "Talking Shop" seminar series, "Business 101" seminars and Retail Forums to better connect business to upcoming events.

2.3 What does a Connected Sydney look like?

- Later-operating, more frequent and better used trains and buses;
- Double the number of NightRide bus services;
- New light rail running through the night;
- A series of shuttle buses connecting Sydney precincts;
- Clear directional signage to transport infrastructure and well-designed bus stops and taxi ranks;
- Free wi-fi and a new Sydney at Night website and app; and
- A doubling of visitor expenditure per night due to better connections to what's on and open.



“There is a definite lack of after work shopping availability in the city after 6pm (supermarkets excepted). Sometimes it feels more like a country town.”

– Participant, Online Forum

Goal 3. Diverse Sydney

Truly great global cities have excellent choices for all ages, lifestyles, cultures and family types. This includes public and private attractions both indoors and outdoors such as retail, later dining, recreation and cultural experiences.

With Australians working longer days, we need longer-trading services. A healthy aging population also presents opportunities for businesses to provide additional choices (currently limited at night). Good economic diversity also can lead to good demographic diversity, enticing a different mix of groups into the city.

Diverse Sydney – priority actions

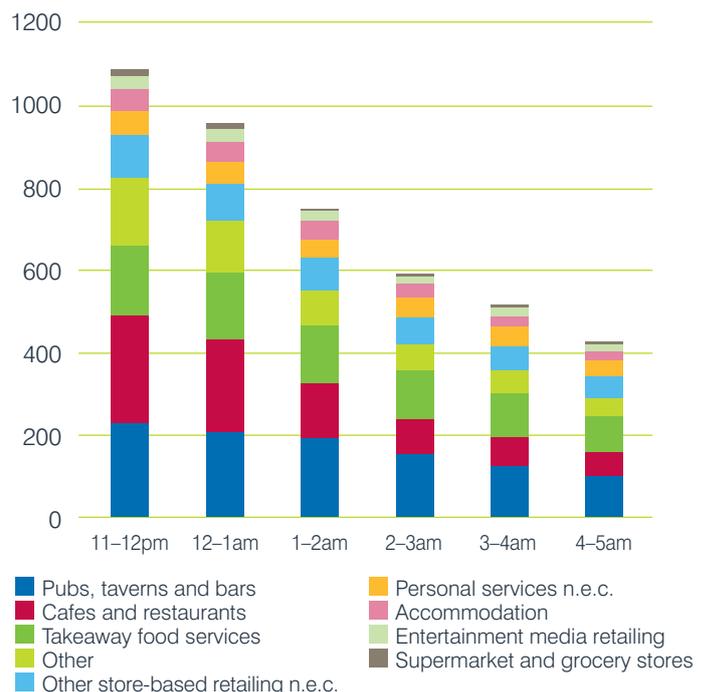
- An annual *Nuit Blanche* or White Night, where Sydney cultural institutions and galleries stay open late on one night of the year;
- Australia's first 24-hour library;
- Delivery of landmark new policy including a Retail Action Plan, a Hospitality Action Plan, a Tourism Action Plan and a Cultural Policy, all with night-time elements; and
- Advocate for restrictions in growth in key late-night precincts in Sydney;
- Review our own policies to identify growth opportunities for the NTE in other areas in Sydney; and

3.1 Diverse options

Global cities that are successful at night offer a wide choice of leisure and entertainment, and a rich mix of private and public attractions for a diversity of ages, lifestyles and cultures, including families.

In Sydney, options beyond bars, clubs and pubs after 6pm are limited. Opportunities for shopping are especially sparse and this is reflected in transport data, with only 9.7 per cent of all weekday trips from 6pm to 6am for shopping. Conversely, shopping represents 90.3 per cent of all trips in the city between 6am and 6pm¹⁶.

The type of business mix determines the people attracted, and after 11pm in Sydney only 6 per cent of people surveyed in the City's research were aged over 40¹⁷. There is a link between this lack of age diversity and the attractions available, which diminish over the night as the chart below demonstrates. According to the chart¹⁸ below, pubs, taverns and bars account for the greatest number of open businesses in Sydney after 11pm.



“I often would like to get something to eat on the way home but everything is locked away in the ground floors of office buildings.”

– Participant, Online Poll

There are significant gaps in the business mix for local residents, where some areas lack adequate after-hours pharmacies, grocers, medical centres, gyms, and other services. Introducing these types of businesses ensures more people are in an area to perform ‘routine’ activities, and Hadfield notes: “...the very presence of socially and culturally diverse crowds may serve to ‘normalise’ the on street environment”¹⁹.

Sydney has an opportunity to match the diversity of choices available during the day into the evening. The extension of retail and cultural opportunities creates a viable transition from daytime to evening economies. Increased evening options will benefit local businesses and Sydney’s economy. Importantly, more diverse options can create a more inclusive night-time city, improving safety and reducing levels of crime.

Later trading hours also provide recruitment challenges for small businesses. Key workers tend to be women and young people, but later trading hours may mean a shift to more employment for the aged 20–24 demographic which currently dominates hospitality fields.

To improve business, visitor and event connectivity, the following actions are required:

3.1.1 Later-trading retail

We will support the future of retail in Sydney by delivering a Retail Action Plan, and continue to host the Retail Advisory Panel.

We will consolidate extended retail trading opportunities around major events such as Christmas, Chinese New Year, Vivid Sydney, Sydney Festival, and others.

We will work to concentrate extended retail trading around Sydney Town Hall, Circular Quay, The Rocks and George Street, with positive marketing.

Central to extended retail trading is the capacity of Sydney’s transport system to get workers home safely at night. We will advocate for the delivery of more public transport for Sydney’s night time workforce.

Trading hours for retailers are located on the development consent, and we will help retailers extend their trading hours via amendments to their development consent trading hours where appropriate. Late trading should never be mandatory, but new retailers in appropriate areas could be automatically granted extended retail trading hours (i.e. until 10pm instead of 5pm).

We will work to ensure new development creates ground-floor retail that trades into the evening, rather than close at 5pm. This is especially important in areas where local services such as childcare and crèche, chemists, gyms and supermarkets should be trading later to service the community and visitors.

In conjunction with the Retail Advisory Panel and business community, we will support the development of a ‘think tank’ for business operators to attract the public on weeknights.



“At midnight, we should be able to eat dinner or visit a bookstore.”

– Participant, Thought Leaders Focus Group

3.1.2 Later cultural venues and a cultural policy for Sydney

We will develop a Cultural Policy which will guide our work both day and night, and ensure the city’s workers, residents and visitors can engage in the city’s creative and cultural life.

We will work with cultural institutions large and small to deliver our first *Nuit Blanche* or White Night style event, where galleries and museums stay open late one night of the year.

We will work with and promote later trading by cultural institutions such as the Australian Museum, State Library of NSW, Art Gallery of NSW and the Powerhouse Museum. We will also promote opportunities for extended trading to exist during landmark events, festivals and major exhibitions. As this requires additional costs for the cultural sector, a small admission fee may help to recoup such costs.

We will support artists to activate shopfronts in vacant City-owned properties to revive shopping strips, creating a year-round changing gallery of art across the city’s streets. Starting in Oxford and William Streets, we will branch out and explore further opportunities across Sydney.

The City will provide grants to assist small arts and creative organisations to deliver and promote their ideas and events in Sydney at night, and will work with our government and commercial stakeholders to create spaces (both private and public) available for arts and cultural performances. The City will also look at greater flexibility in our grants programs to enable evening event funding.

The City will continue to deliver innovative late-night programming in the City’s library network and investigate making Customs House Australia’s first 24-hour library.

3.1.3 More entertainment choices

Sydney has the opportunity to be Australia’s premier live music and entertainment destination and we will work to create more live music and entertainment options. We will advocate to the music and theatre industries for an integrated database of performers, musicians, event promoters and available venues to better coordinate the growth of live music and entertainment in Sydney. We will create a Live Music Taskforce to ensure that Sydney creates a thriving live music sector into the future.

The City will make it easier for live music, cinema and other forms of temporary programming in public spaces and parks. We will work with local music schools and colleges to enable live music in appropriate public spaces. Via our busking policy we will establish areas for buskers to perform late at night and improve the design of public spaces to enable busking.

3.1.4 Later dining and food options

The City will develop a Hospitality Action Plan to better coordinate our work with the dining, drinking and accommodation sectors. We will advocate to the dining sector to extended dining opportunities during key events, and we will increase opportunities for late-night food markets in parks and public spaces.

We will continue to deliver and expand a food-truck culture onto Sydney streets providing mobile, innovative, high-quality food in underused spaces in Sydney at night (and during the day).

We will deliver an outdoor dining policy which balances an expansion of outdoor dining opportunities, especially into the central Sydney area. We will cut fees and review operating hours of outdoor dining in some areas, where later hours could be permitted if the premises are not near residential dwellings.

3.1.5 New uses for underutilised night-time and finegrain spaces

We will focus on evening-oriented activation of underutilised spaces in the city, especially from 6-10pm, and work to develop a ‘critical mass’ of small-scale activation throughout the year including cultural, low-scale live music, buskers, food trucks and markets, cinema, pop-up dining and other opportunities. We will map appropriate laneways, streets, public and private spaces and parks which could accommodate evening activation without impacting on residents.

We will encourage the activation of rooftop areas especially in commercial parts of the city with dining, bars, and cinemas, and ensure that the impact on surrounding residents is minimised. We will also work with key people regarding approval for performances in other underused spaces such as underground train stations, forecourts of government buildings and on private property.

We will increase use of our own halls and centres in the evening and increase access to all public and commercial recreation facilities in the city, including gyms, basketball courts, skate parks and pools. We will rethink the use of our facilities to support new chefs and small businesses to transition into the commercial sector. We will increase options for evening activities within the City’s Over 55s programs, especially to initially link with the many festivals and events which lend themselves to an evening outing.

3.1.6 More employment options with later trading hours

We will work with key industry sectors to identify employment and skills shortages in the night-time economy, and work with industry, NSW Government, youth services and other stakeholders to ensure that young people are able to access jobs. We will explore options specifically in the service and food and drink industries, and deliver career pathways.

3.2 Diversity and planned growth

Managing the long-term growth of Sydney’s night-time economy is crucial to our reputation as a safe and liveable global city. In some areas of Sydney this will mean restricting growth of very late-trading licensed venues, while in other areas, more growth in a range of business types may be possible.

Getting the balance right between residential, tourism and economic growth is vital at night. Noise is a significant factor for residents living in a busy night-time city.

An overdeveloped night-time economy with a focus only on drinking venues can put the daytime economy out of balance, leaving venues to open in the evening only, with shopfronts inactive during the day. Global cities that get this mix right mostly avoid this type of problem.





To improve business, visitor and event connectivity, the following actions are required:

3.2.1 Restricting growth in key locations

We will advocate for legislation which restricts growth of late-trading, high-impact licensed premises and takeaway food shops in areas where there are already significant problems. We will advocate for the introduction of cumulative impact guidelines into the Liquor Act as introduced by the Victorian Government in late 2011 to guide where licensed premises can operate.

3.2.2 A more dispersed night-time economy

We will advocate to the NSW Government for 'anti-clustering' legislation, which would prevent very large pubs and nightclubs being side by side, making room for smaller finegrain shopping and dining spots in between the larger venues.

We will pursue activation in areas without residential populations such as Darling Harbour, and with a range of activities from shops, bars, night markets, live music, busking, more outdoor dining and many other activities.

Over time, we will also review the Late Night Trading Premises Development Control Plan, looking towards the future for new growth in appropriate locations.

We will advocate to other councils about opportunities for positive growth in their local night-time economies, and ensure better transport links exist between the city centre and greater Sydney, especially to accommodate a growing population.

3.2.3 Managing noise

We will map ambient noise levels, and investigate planning controls which require future residential developments in later-trading areas to have acoustic measures such as double glazing and thicker exterior walls.

We will explore planning controls for the design of new late-trading premises in high-density residential areas to ensure venues can trade and have natural ventilation, but without the current impacts on residents.

3.2.4 Environmentally sustainable growth

We will continue to engage more late-trading businesses, especially pubs, clubs and restaurants, to become members of the Better Buildings Partnership to improve environmental outcomes. We will work with businesses to ensure more efficient and energy-saving lights are used.

3.3 What does a Diverse Sydney look like?

- 40 per cent of business open after 6pm will be shops;
- \$30 billion, a doubling of annual turnover in Sydney's night-time economy;
- 100,000 jobs in Sydney's night-time economy;
- Lower densities of very late-trading licensed premises in key late-night areas; and
- Growth in diverse night-time economy outside the City of Sydney local government area.

“Paris has beautiful lighting – why don’t we? Use the City as a canvas.”

– Participant, Key Stakeholder Forum

Goal 4. Inviting and Safe Sydney

Memorable global night-time cities have excellent functional and aesthetic design, which make public spaces and streets attractive and interesting, and where pedestrians can stroll or explore.

Appropriate design must also consider and aim to moderate the behaviour which occurs in it and address the city’s drinking culture.

Inviting and Safe Sydney – priority actions

- Managing late-night areas (like events);
- A new hierarchy of way-finding signage and a way-finding app for people living with disabilities;
- A new lighting strategy for an aesthetic lighting pilot in key streets;
- More public toilets and a Public Toilet Strategy; and
- New CCTV cameras in problem areas.

4.1 Better public spaces

High-quality, well-serviced and active public spaces are fundamental to thriving night-time economies. The quality of our public spaces at night is dependent on the right balance of public infrastructure, active street frontages and space management.

As our pedestrian research²⁰ shows, crowd sizes at night can exceed those of the day, and these numbers will grow over time as our residential and business population grows. In some areas our footpaths are already at capacity at night, and there are not enough basic facilities such as 24-hour access toilets and bins. In some areas, Friday and Saturday nights are more like events.

Visible policing and ‘capable guardians’ (such as street patrols or precinct ambassadors) are essential to people’s perceptions of safety in public spaces.

Greater flair and imagination is also needed, like Vivid Sydney, Sydney’s winter lighting and arts festival, Sydney Chinese New Year and Art and About. These are good starting points for how Sydney could be year round, by incorporating creative lighting on building frontages and designing public art for the night. Sydney also needs smaller scale events across the year which activate the city through light.

Night festivals like Vivid Sydney generate significant economic returns in cities internationally. For example, the Italian Notte Bianca in 2005 cost €3 million to run, but generated €30 million for the local economy²¹.

The following actions will support the delivery of better public spaces in Sydney after dark.

4.1.1 Areas managed like events

We will work closely with NSW Police and Transport for NSW to coordinate transport, policing, cleansing, security and improved temporary and permanent infrastructure, like toilets. This concept will first be tested and evaluated in Kings Cross.

4.1.2 Creative and functional lighting

We will deliver a new lighting strategy for Sydney which provides a plan for functional and aesthetic illumination. We will roll out sustainable LED lighting and review street lighting levels in key areas, streets and laneways.

We will extend lighting hours in major parks to improve level of usage in the evening (e.g. until 10pm) for picnics and other low-level activities, and we will explore energy-saving lighting triggered by movement on park footways and some cycle paths.



We will install special lights in George Street and the adjacent streets and laneways as part of the Transforming Sydney project to reshape the overall experience in George Street day and night.

We will improve the lighting of public art installations and monuments, explore creative lighting and signage for commercial premises, and work with leading lighting experts to provide workshops for private property owners.

4.1.3 Better way-finding

We will deliver a way-finding strategy which will include a new hierarchy of integrated signage for the city for both day and night. We will also explore late-night way-finding which incorporates elements of public art, for example building projections on weekends guiding people on preferred paths, with a digital interface.

We will use traditional techniques and emerging technology to provide way-finding cues to people living with disabilities and people from culturally and linguistically diverse communities.

4.1.4 Improved pedestrian experience and street frontages

We will improve the pedestrian experience along George Street, Australia's busiest street as part of the Transforming Sydney project. This will include more seating, outdoor dining, better retail links, public art and ongoing pop-up projects. We will test road closures in selected busy night-time areas with taxis, buses, and local resident/business-only access.

We will improve pedestrian links with our Liveable Green Network program, which will deliver wider city footpaths, greater accessibility and connectivity, increased seating, bubblers, landscaping and lighting along main pedestrian corridors.

We will manage pedestrian congestion in very late-trading areas by testing retractable bollards for queue management outside nightclubs, and work with the Office of Liquor Gaming and Racing to implement their Footpath Strategy.

We will continue work to lift the aesthetic standards for key areas in Sydney, e.g. by removing the roller shutters on precinct main streets, and improving the look and feel of Darlinghurst Road, Kings Cross. We will complete our Chinatown improvement works to lift the aesthetic of this area. This includes increasing the pedestrian capability, more tourism infrastructure and better public spaces.

4.1.5 More public toilets

We will increase the number and accessibility of public toilets at night by ensuring all existing public toilets in the city are accessible 24 hours, and the 50-cent fee to all automated pay toilets in Sydney is removed.

Through our Public Toilet Strategy we will install more permanent unisex public toilets and permanent urinals in key locations, and we will investigate the installation of hydraulic pop-up urinals which can be deployed automatically in the evening or at other peak times. We will develop an online toilet map and toilet app showing both public and private toilet locations and operating hours.

During peak nights and seasons we will continue to set up portable urinals to manage increased crowds in late-night areas at peak times and locations, and we will work with leading universities to explore options for recycling the waste from the urinals.

“Martin Place is an amazing urban space that is underutilised.”

– Participant, Online Forum

“More police in the CBD would be a good thing: it brings a perception of safety.”

– Participant, Sector Roundtable

4.1.6 Cleaner streets

We will install more and larger-capacity bins in key late-night areas and in emerging evening economies (e.g. Regent and Redfern streets, Redfern), taking into consideration the special design requirement of the bins if they are near fast-food premises. The City will also review recycling in public places²².

We will identify locations for advanced (or vacuum) waste systems to be installed to reduce the need for garbage trucks to be on city streets, and we will work to consolidate commercial waste providers and collection times to reduce truck movements and noise.

We will continue to deliver high-quality and responsive 24 hour street cleansing services to maintain and improve the general tidiness of later trading areas, and we will continue to review cleansing schedules to keep pace with changes in pedestrian volumes.

We will work with the operators of late-night fast-food and takeaway food chains to encourage greater responsibility for litter generated by their stores.

We will further improve recycling streams within commercial waste. The City will work with local business to improve this outcome by identifying waste that can be separated for recycling and recyclers who would be willing to collect this waste.

4.1.7 Greater police and security presence

We will work with the NSW Government to consider street outreach patrols where people who are intoxicated can be provided with assistance, removing vulnerable and intoxicated people who may be the victim or perpetrator of a crime due to their intoxicated state, better managing NSW Police resources.

The City will advocate for additional resources to inner-city commands to ensure police can manage at peak times, and can provide a visible presence, with patrols in pairs rather than large groups.

We will continue to place Precinct Ambassadors on the streets on Friday and Saturday nights in summer, providing a visible and welcoming support presence.

The City will continue to add to the security of Sydney by providing a high-quality CCTV network in key locations, and expand the network into areas where there are high and ongoing issues of violent crime and crime against the person.

4.2 Improved drinking culture

Sydney’s current drinking culture and the associated anti-social behaviour is an issue and left unchecked will continue to exclude many from the night-time economy and present a reputational risk.

Sydney’s current night-time economy consumers are overwhelmingly young, with 77 per cent aged 18 to 29. ‘Pre-fuelling’ affects Sydney’s public spaces and transport, and 80 per cent of people think Australians have a problem with excessive alcohol consumption²³.

“I think the parts of Sydney that feel the least safe, without doubt, are the drinking precincts after midnight. It’s like a war zone trying to make your way past the clubs and fast food outlets.”

– Participant, Online Forum

Large crowds of highly intoxicated people can generate “... crime, incivility, injury and ill health”²⁴. Our own research into late-night areas found some places had very high levels of anti-social behaviour, with Kings Cross having the greatest, between 1–2am.

In March 2010, the likelihood of seeing a more serious anti-social behaviour incident (i.e. physical and verbal fights) in Kings Cross was 69 per cent; the likelihood of seeing less serious anti-social behaviour (i.e. urinating, vomiting, falling down drunk) was 95 per cent between 3–4am.

Changing drinking culture is a long-term process, and the following actions support an improved drinking culture in Sydney at night.

4.2.1 Restricted drinking in key public areas

We will continue to restrict alcohol consumption in key streets, parks and plaza to reduce incidents of anti-social behaviour.

We will continue to work with events like New Year’s Eve and the Sydney Mardi Gras parade to restrict areas where alcohol can be publicly consumed.

4.2.2 Informed about alcohol use

Good evidence is central to the delivery of OPEN Sydney and we will remain up to date on the outcomes of key published research nationally and internationally and use this to further guide our work to improve Sydney’s night time economy and to tackle problematic drinking cultures.

4.2.3 Educational initiatives

We support the delivery of education for at-risk drinkers about safer drink levels, via a long-term NSW campaign. This wider approach is important as Sydney’s night-time economy attracts local, intrastate and international visitors.

We will advocate to NSW Health for a guide to brief interventions for people who have come into contact with police or medical services as a consequence of alcohol use, and trial Hello Sunday Morning in Sydney, a program aimed at reducing binge drinking.

4.3 What does an Inviting and Safe Sydney look like?

- 40 per cent of people using the city at night will be aged over 40;
- More family groups with children will be visible on Sydney’s streets;
- Incidents of observed anti-social behaviour will be half the current levels;
- Alcohol-related assaults will continue to decline;
- More public toilets will be available 24 hours;
- Streets will look cleaner with less litter;
- Aesthetic lighting will activate streets and draw diverse crowds; and
- More public art will be enjoyed at night through appropriate lighting.



Goal 5. Responsive Sydney

Well managed, global night-time cities are those which respond to the needs of residents and business, and work towards achieving a beneficial balance between economic growth and residential amenity.

Central to this is a well-understood planning and liquor licensing process, where requirements and obligations are communicated to all parties; where poorly managed venues are held accountable, and the complaint-making process is clear and simple.

Responsive global cities are also able to tackle red tape, one of the main barriers to innovation and creativity. Therefore, we need to make it easier to be a well-managed business, to open a new business or run an event in Sydney at night.

Importantly, a Responsive Sydney recognises one size does not fit all.

Responsive Sydney – priority actions

- The introduction of a regularly renewed licensing permit system;
- Improvements to the complaint-making process for local residents;
- A pilot of the penalty and incentive Traffic Light System used in Cardiff, Wales, to improve venue compliance;
- An annual series of 101 workshops for business and the not-for-profit sector to help navigate approval processes; and
- Localised village plans.

5.1 Responsive regulation

Well-functioning global cities are those which have well-regulated night-time economies, with a clear approach to monitoring and compliance. During our public consultation, people raised concerns about effective enforcement, noise, security, and non-compliance with operating hours and liquor laws. These issues are directly related to increasing residential growth and growth in the numbers of very late-trading licensed premises over the past decade.

The City's responsiveness to the needs of a growing residential population is central to good regulation. As Briscoe and Donnelly (2003)²⁵ note, many programs to reduce alcohol-related problems near licensed premises are unlikely to work without effective enforcement and monitoring.

We have direct control and responsibility for approving and monitoring development consents and we can work with the NSW Government and police to improve regulatory and compliance regimens. We can also advocate for structural reforms to legislation to better regulate the late-night licensing environment.



To improve responsiveness of regulatory approaches, the following actions are required:

5.1.1 Development applications

The City will encourage venues with multiple consents obtained over many years to consolidate these into one clear development consent. This enables everyone to be clear about what approvals exist for the premises and streamlines operations.

We will develop an online resource which maps all approved development in the City of Sydney with basic information available including trading hours, type of use approved, outdoor dining and other information. By using this resource, local residents and business operators should be able to see basic information about venues with development consent by area.

We will work with the NSW Government to integrate current liquor licence applications, with similar information about the type of licence, hours approved and basic requirements.

We will explore a trial of basic approvals information which can be obtained via a barcode scanned by compliance and regulatory staff, and provide online access to development consent information for business operators.

5.1.2 Improvements to liquor licensing

We will advocate to the NSW Government for a permit system where liquor licences are renewed regularly, like a driver's licence, and ask for an overhaul of venue categories to manage emerging issues such as 'venue morphing', where restaurants become nightclubs without permission.

We will ask for the addition of licensed premises' capacities on each liquor licence.

We will support the pilot of RSA marshals in all licensed premises operating after midnight in key locations and the pilot of RSA-marshal-trained patrols in the public spaces of late-trading areas to respond to highly intoxicated people in public spaces.

We support the revamp of RSA and RSA-on-the-front-line training, requiring ongoing, rather than one-off, training for all licensed premises staff.

We will advocate for tighter controls on licensed harbour cruises with clear restrictions on where to dock, clear dispersal plans and better compliance to manage issues associated with large groups of intoxicated people leaving the boats.

We request that all licensed vessels have a management plan for disembarkation to minimise the impact on adjacent businesses and residents.

We will advocate for a feasibility study into localised liquor licensing for the purpose of issuing and monitoring liquor licences. This would improve consistency between planning and licensing and cut red tape.

5.1.3 Trading hours

The City will continue to avoid very late closing hours in predominantly residential areas. We will work with venues and the NSW Government to introduce options like a wind-down hour as a standard practice, where alcohol is not served, lights are made brighter and music slows down.

We will advocate to the NSW Government that very late-trading premises (i.e. after 2am) have a venue dispersal plan which outlines the steps they will take to get people out of their venue and the adjacent area. The Purple Flag venue accreditation scheme in Britain has produced excellent tools and templates to this effect²⁶.

“Reduce regulation to allow smaller activities.”

– Participant, CBD Community Forum

5.1.4 Improved security

We will advocate to the NSW Government for a trial of the Safer Bars training program in all late-trading, larger licensed venues, ensuring all venue staff and security receive training to safely defuse aggressive situations.

We will advocate for best-practice guidelines regarding the use of identity scanners in pubs and nightclubs to ensure operators and the public have clear guidance about privacy. We will support the linked ID scanner trial in Kings Cross and monitor the outcomes.

5.1.5 Improved complaint-making

We will work with local residents to develop a map of current complaint-making processes and identify areas that could be improved, and we will develop new online and hard copy resources for residents as a guide for how to raise specific issues. We will assist the Office of Liquor, Gaming and Racing in developing its step-by-step residents' guide regarding accurate information about liquor laws.

We will develop a resource for new residents moving to late-night areas to help people understand what to expect when moving into areas which have later trading, and explore options for a first tenants' rights framework as created in Brisbane.

We will simplify the actual complaint-making process via a one-call system as used in New York City, with the complaints geo-coded online, enabling business, residents and government agencies to see which areas and issues are generating complaints. This will assist the City to better allocate its compliance and regulatory resources.

We will improve our overall capacity to monitor and respond to noise complaints, and will consider a staged approach to working with premises with noise problems.

5.1.6 Effective regulation and compliance

We will conduct proactive inspections of high-risk premises late at night, and we will continue to employ our specialist licensing compliance officers to work in very late-trading areas.

We will work in cooperation with NSW Government agencies and the NSW Police to target problematic venues.

We will advocate to NSW Police, NSW Health and Office of Liquor Gaming and Racing, for a trial of the Traffic Light System, a penalty and incentive system for licensed premises, with monthly reporting based on the scale of the venue, incorporating accident and emergency data, as well as crime data.

5.2 Cutting red tape

A strong and vibrant night-time economy is one where it is easy to do business, and where processes are clear and less complicated. During our public consultation in 2011, many business operators and festival and event organisers told us there was too much red tape, making it harder to encourage innovation and ideas.

A level of regulation is necessary to ensure the night-time economy is well managed; however, to allow creative and innovative forms of night-time activation and businesses to emerge, red tape must be addressed. This is also consistent with the goals of NSW 2021, the NSW Government's state plan²⁷, which also has a strong focus on reducing red tape.

“We are over-regulated. In Paris the footpaths are active.”

– Participant, Sector Roundtable

To achieve this, the following actions are required:

5.2.1 Navigating existing processes

We will assist business to understand the City’s existing processes by delivering annual workshops on the basics regarding development applications, planning controls, general health, noise and building compliance requirements, as well as how to access basic information about their own premises, such as their development consent and building certification.

We will provide plain English online tools, templates and examples of completed Plans of Management and Development Applications, including information about next steps for applicants once a DA has been approved and how to comply. We will also explain the options when an application is refused.

We will better promote the City’s existing free pre-development application service, where applicants are able to discuss their proposal with one of the City’s planners.

5.2.1 Better processes for events

We will deliver an annual workshop for entrepreneurs, agencies and not-for-profit groups delivering events, with a focus on development consent, permits, fees and grants available to support pop-up or temporary activation events in Sydney, and we will continue to assist agencies holding outdoor events.

We will research ways to offset public liability and insurance costs, and simplify and streamline application processes.

We will work with Destination NSW on joint criteria to determine the suitability of events based on location, value, image, economic impact and benefits.

5.2.2 Other improvements

We will facilitate a workshop to examine the red-tape problems involved in the development application and liquor licensing processes to see where improvements can be made.

We will explore options within the exempt and complying development provisions that would encourage temporary, one-off or multiple events, enabling businesses to provide a diversity of activities within their premises.

We will explore options to apply more generic descriptions to development applications, meaning applicants would not have to lodge modification applications to change the type of food or beverage they could sell (e.g. pie shop or unlicensed sandwich shop). This would not apply to changes to the primary use e.g. from restaurant to pub.

We will advocate for the streamlining of the process for modifying development consents for non-alcohol based businesses that are seeking to extend their trading hours.



5.3 Precinct action plans

Sydney is made up of 10 village groups with their own unique traits. In 2012, the City ran local workshops called 2030 in Your Village, where we asked residents and business what they wanted to see in their neighbourhood, and what we could do to address their concerns. Based on this feedback, the City will deliver 10 village plans to ensure our communities have clear and integrated visions.

We will also deliver specialised integrated plans to address the day-to-day operations of problem late-trading areas, and deliver a longer-term plan for these areas.

This plan will complement the 2030 in Your Village plans, work to meet the objectives of the NSW Government's 2011-21 plan²⁸, and will engage local business, residents, late-trading venues, accommodation services, NSW Government agencies, academics and other stakeholders.

The first night-time plan is the Kings Cross Plan of Management developed in conjunction with the Department of Premier and Cabinet. A pilot of key initiatives commenced in late 2012. The second night-time plan for development will target Oxford Street, with plans for future areas in progress.

5.4 What does a Responsive Sydney look like?

- A simple, clear complaint-making process will be in place;
- Very late-trading licensed venue compliance will be closely managed;
- Flexible and proactive joint operations will reduce overall complaints;
- Doing business will be simpler and easier;
- Running small-scale events will be simpler and easier; and
- Delivery of tailored solutions for local areas.

04

Measuring our success

The City of Sydney has developed an indicator framework²⁹ to measure social, economic, environmental, cultural and governance wellbeing every two years.

To understand the impact of changes in the fabric of Sydney's night-time economy, the City will monitor the city's demographic makeup, pedestrian volumes, congestion, migration, anti-social behaviour, area attractors and transport usage patterns.

We will monitor changes in the number of visitors and overnight stays in Sydney and any shifts in perceptions of safety from the City's Household Survey.

We will add a new component to the City's business data collection so hours of operations are included in this important body of work.



05

OPEN Sydney action table

GOAL 1. A Global Sydney at night

Action 1.1 Global leadership	Lead agency/ partners	Budget implication	State plan target	Short term < 5years	Medium term 5-10 years	Long term > 10 years
Work with “Destination Dining Partnership” to brand Sydney as the dining capital of the Asia-Pacific.	City of Sydney, Destination NSW	Needs budget	Goal 1, 27	✓		
Work to position Sydney as the leading live music and entertainment capital of the Asia-Pacific region.	City of Sydney, Destination NSW	Needs budget	Goal 1, 27	✓	✓	
Develop a “Night Cities Global Index” to rank cities on the performance of their NTEs.	City of Sydney, university sector	Needs budget	–		✓	
Develop nationally consistent research methodologies for NTE cost benefit analyses and to measure pedestrian volumes, congestion, economic diversity, anti-social behaviour and visitation drivers.	City of Sydney, Capital City Council of Lord Mayors (CCCLM), National Local Government Drug & Alcohol Advisory Group	Needs budget	–	✓		
Connect with other global cities on NTE work and create an international policy practitioner network.	City of Sydney, CCCLM, UN Habitat Global Network for Safer Cities	No/low cost	–	✓	✓	✓

Action 1.2 Good governance and coordinated action	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
Convene an OPEN Sydney Taskforce meeting annually to report on achievements and actions completed in implementing this policy.	City of Sydney and key stakeholders	No/low cost	Goal 16,32	✓		
NSW government to progress a high level, whole of government Taskforce to jointly address issues impacting on night time economies across the state.	City of Sydney Premier and Cabinet	No/low cost	Goal 16,32	✓	✓	
Convene local working groups in priority areas to deliver on place-based plans, Kings Cross will be the first location where a working group will be established.	City of Sydney and key stakeholders	No/low cost	Goal 16,32	✓		
Consider use of existing Resident Action Groups or NSW Police Eye Watch Groups to avoid duplication.	City of Sydney, NSW Police, OLGR	No/low cost	Goal 16,32	✓		
Ensure regular liaison between police and key City frontline staff in specific locations to ensure that City staff are fully aware of their operating environment at night.	City of Sydney, NSW Police	No/low cost	Goal 16,32	✓		
Improve licensing coordination between the City of Sydney, OLGR and NSW Police.	City of Sydney, NSW Police	No/low cost	Goal 16,32	✓		
Create a high level City of Sydney – NSW Police Roundtable to meet annually.	City of Sydney, NSW Police	No/low cost	Goal 16,32	✓		
Create a local government network regarding policy and practice in the NTE.	City of Sydney, LGSA	No/low cost	Goal 16,32	✓		
Develop and deliver a plan for how we will continue talking to the public, business and government about our work on the NTE.	City of Sydney, OPEN Sydney Sector Roundtable	No/low cost	Goal 16,32			

GOAL 2. A Connected Sydney at night

Action 2.1 Connected transport	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
2.1.1 Increasing public transport options at night						
Later running metro buses, Sydney buses and earlier commencing trains on Sat/Sun.	Transport for NSW	Needs budget	Goal 7	✓	✓	✓
Increased frequency of Nightride bus services.	Transport for NSW,	Needs budget	Goal 7	✓	✓	✓
Light rail along George Street to run 24 hours a day, especially over the busy weekend period.	Transport for NSW, City of Sydney	Budgeted	Goal 7	✓	✓	✓
Light rail extended along Hickson Road, Oxford Street Darlinghurst and Glebe Point Road.	Transport for NSW	Needs budget	Goal 7	✓	✓	✓
Amendment to the <i>Passenger Transport Act 1990</i> , to enable innovative, privately operated, transport options.	Transport for NSW	No/low cost	Goal 7, 9	✓	✓	✓
Late night shuttle bus trial in Kings Cross.	Private bus operators	No/low cost	Goal 7	✓	✓	
Work with other agencies to improve transport to the city's cultural precincts e.g. Walsh Bay/Dawes Point.	Transport for NSW	Needs budget	Goal 7	✓	✓	
Review of night bus stops design, security and lighting.	Transport for NSW/City of Sydney	Needs budget	Goal 9	✓		
Open all public entrances to train stations at night when trains are running.	Transport for NSW	Needs budget	Goal 9	✓	✓	
More visible and accessible transport info via digital feed in public and private locations.	Transport for NSW	Needs budget	Goal 9	✓		
Integrated fare and ticketing systems (Opal Card), to include pre-paid taxi fares and private bus company fares.	Transport for NSW	Needs budget	Goal 8, 9	✓	✓	

Action 2.1 Connected transport	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
2.1.2 Increasing taxi access at night						
Apply a mandatory “pre-pay” system 12–5am.	Taxi Council	No/low cost	Goal 16	✓	✓	
Issue new part time taxi plates to drivers for 6pm to 6am, Thursday, Friday and Saturday nights.	Transport for NSW	No/low cost	Goal 16	✓		
New part-time plates should be issued to maxi-taxis to increase the number of people who can be transported home.	Transport for NSW	No/low cost	Goal 16	✓	✓	
Relax restrictions on multiple hiring, and trial a multi-hire, fixed fare, fixed route services between key destinations on Friday and Saturday nights.	Transport for NSW	No/low cost	Goal 16	✓		
Review taxi rank design and operation of late night “secure taxi ranks”.	City of Sydney	Needs budget	Goal 16	✓	✓	
Improve skills and accreditation of security staffing “secure taxi ranks”.	Taxi Council, Transport for NSW	Needs budget	Goal 16	✓		
Create more options for taxis to legally pick up and set down passengers across the City, especially after 11pm.	City of Sydney	No/low cost	Goal 16	✓	✓	
Review the location of all night taxi ranks to ensure they are meeting demand.	City of Sydney, Taxi Council, Transport for NSW	Needs budget	Goal 16	✓	✓	
Monitor the success of the “Go Catch” taxi app.	Surry Hills Liquor Accord	No/low cost	Goal 16	✓	✓	
Roll out “Go Catch” app to other liquor accords.	Liquor Accords	No/low cost	Goal 16	✓		

Action 2.1 Connected transport	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
2.1.3 Improving parking & bicycle access						
Extend evening parking controls adjacent to retail strips, cinemas, theatres and dining (commercial and mixed use) to 4 hour parking.	City of Sydney	No/low cost		✓	✓	
Explore shuttle bus connections to parking stations.	Private bus operators	No/low cost		✓		
Car park operators to review their operating hours in later trading areas.	Car park operators	No/low cost		✓	✓	
Create temporary loading zones.	City of Sydney	No/low cost		✓		
Increase late night bicycle parking points and stations with bicycles for hire.	City of Sydney	Budgeted	Goal 8		✓	
Explore sensor activated lighting for cycleways.	City of Sydney	Budgeted	Goal 10	✓		
Cyclist education about night riding.	City of Sydney	Budgeted	Goal 10	✓		

Action 2.2 Connected business, events and visitors	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
2.2.1 Visitor information and connectivity						
Open tourist information kiosks until at least 10pm on weekends during summer.	City of Sydney	Budgeted	Goal 1,27	✓	✓	✓
Explore new tourist information kiosks in Kings Cross, Newtown, Oxford Street, Redfern and Central station.	City of Sydney	Kings Cross budgeted	Goal 1,27	✓	✓	
Trial a “night ambassador” or “hire a local” program which can also be downloaded as an app.	City of Sydney, Destination NSW	Needs budget	Goal 1,27	✓	✓	✓
Create a night-time web portal and app in multiple languages to assist international, interstate and local visitors explore Sydney more readily.	Destination NSW, City of Sydney	Needs budget	Goal 1,27	✓	✓	
Trial interactive design elements such as “near field” technology which enables information to be loaded into smartphones.	City of Sydney, Destination NSW	Needs budget	Goal 1,27	✓	✓	✓
Trial “listening posts” to increase visitor engagement with the City.	City of Sydney, Destination NSW	Needs budget	Goal 1,27	✓	✓	
Improve visitor information on light rail, buses, trains and the infrastructure providing information about where you are and the unique point of interest or history of that particular place.	Transport for NSW, Destination NSW, City of Sydney	Needs budget	Goal 1,27	✓	✓	
Deliver free wi-fi to key indoor and outdoor public locations across Sydney for use day and night.	City of Sydney	Needs budget	Goal 1,27	✓		
Extend existing free wi-fi in the City's libraries into the evening.	City of Sydney	Budgeted	Goal 1,27	✓		
Develop a Tourism Action Plan to guide the work of the City in this important area.	City of Sydney	Budgeted	Goal 1,27	✓		

Action 2.2 Connected business, events and visitors	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
2.2.2 Packaging visitor experiences						
Provide direct event alerts for the many businesses and accommodation concierges to connect with large touring shows, events and exhibitions.	Destination NSW, Tourism and Accommodation Association.	No/low cost	Goal 1,27	✓	✓	✓
Inform business of the benefits in trading later by linking in with the above events and the innumerable smaller scale opportunities.	Destination NSW, City of Sydney, Business Chambers, NSW Business Chamber	No/low cost	Goal 1,27	✓	✓	✓
Use existing forums such as the Retail Forums, Sydney Business 101 Workshops, and “Talking Shop” seminar series to ensure this information is communicated.	City of Sydney	Budgeted	Goal 1,27	✓	✓	✓
Ensure that visitor materials provide cross promotion, ensuring that visitors get multiple “experiences” when they visit Sydney.	Destination NSW, City of Sydney	Needs budget	Goal 1,27	✓		
Work with Destination NSW and adjoining state authorities and trusts to deliver integrated experiences for visitors to the night time economy.	City of Sydney, SHFA, BDA, RBG, MCPT, Destination NSW	Needs budget	Goal 1,27	✓	✓	✓
Promote later trading in the city north area, including The Rocks and Circular Quay, especially when large cruise ships are docked.	City of Sydney, SHFA	Needs budget	Goal 1,27	✓	✓	✓
Circulate information about cruise arrivals and departures to key stakeholders and the business sector.	Destination NSW, local businesses	No/low cost	Goal 1,27	✓	✓	✓

GOAL 3. A Diverse Sydney at night

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.1 Later trading retail						
Deliver a Retail Action Plan.	City of Sydney	Budgeted	Goal 1, 4	✓		
Consolidate extended retail trading around Christmas, New Year’s Eve, Chinese New Year, Vivid, Sydney Festival and other major festivals and events.	City of Sydney, Retail Advisory Panel, Destination NSW	Needs budget	Goal 1,27	✓	✓	
Market Sydney as a vibrant night-time shopping destination.	Destination NSW/City of Sydney	Needs budget	Goal 4	✓		
Advocate for a flexible definition of “small business”.	Retail Advisory Panel, Trade & Investment	Needs budget	Goal 1, 4	✓	✓	✓
Consider policy options to encourage non-alcohol based businesses to extend their operating hours further into the evening.	City of Sydney	No/low cost	Goal 27	✓		
Work with non-alcohol based businesses who wish to extend their operating hours past their current consent.	City of Sydney	No/low cost	Goal 4	✓	✓	✓
Ensure that where appropriate, new development will create opportunities for appropriate retail uses at street level that trade into the evening.	City of Sydney	No/low cost	Goal 4	✓	✓	✓
Explore then promote multiple users of the same space via sublet arrangements (cutting red tape).	City of Sydney	No/low cost	Goal 1	✓	✓	✓
In conjunction with the Retail Advisory Panel and business community, support a “think tank” for business operators to attract the public on week nights.	Retail Advisory Panel City of Sydney	No/low cost	Goal 1	✓		

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.2 Later cultural venues and a cultural policy for Sydney						
Develop a Cultural Policy for Sydney.	City of Sydney	Budgeted	Goal 27	✓		
Continue to develop and implement cultural proposals like the Cultural Ribbon and Eora Journey projects.	City of Sydney	Needs budget	Goal 1,27	✓	✓	
Promote later trading cultural venues and creative spaces, and assist them to connect with surrounding business.	Cultural sector, City of Sydney, Arts NSW	Needs budget	Goal 1,27	✓	✓	✓
Trial a “white night” style event in Sydney and later trading during major events, including exploring free entry after normal closing time and transport between institutions.	Cultural sector, City of Sydney, Arts NSW, Destination NSW	Budgeted	Goal 27	✓	✓	✓
Support cultural and creative activation of vacant shopfronts, buildings and spaces.	City of Sydney	Budgeted	Goal 27	✓	✓	
Work with private property owners to creatively and sustainably light their building facades, by running specialist workshops.	City of Sydney, private sector	Budgeted	Goal 27	✓	✓	✓
Deliver innovative late night library programming and open Australia’s first 24-hour library.	City of Sydney	Budgeted	Goal 27	✓	✓	✓
Engage young and disadvantaged people in the cultural life of Sydney via specialised introductions, encouraging “cultural literacy”.	City of Sydney	Needs budget	Goal 27	✓	✓	
Strategically align Accommodation Grants Program to create greater connectivity with OPEN Sydney and assist small arts and creative organisations to deliver their ideas and events.	City of Sydney	Needs budget	Goal 27	✓	✓	✓
Create a government and commercial stakeholder’s database or “creative spaces” website of spaces available for arts and cultural performances, as informed by a floor space ratio study.	City of Sydney	Budgeted	Goal 27	✓	✓	✓
Strategically align grants and sponsorships to create greater connectivity with OPEN Sydney.	City of Sydney	Budgeted	Goal 27	✓	✓	✓

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.3 More entertainment options						
Deliver annual “Live Music 101” seminars, including information about busking.	City of Sydney	Budgeted	Goal 27	✓		✓
Hold a Live Music Taskforce to enable Sydney’s live music scene to flourish.	City of Sydney, key live music stakeholders	Budgeted	Goal 27	✓		
Deliver annual “Pop Ups 101” seminars.	City of Sydney	Budgeted	Goal 27	✓		
Connect local Music Schools and Colleges with public space performance options.	City of Sydney	No/low cost	Goal 27	✓	✓	✓
Via our Busking Policy establish late night busking areas and provide details of buskers to interested businesses.	City of Sydney	No/low cost	Goal 27	✓	✓	
Provide information to buskers to make the most of them during large events.	City of Sydney	No/low cost	Goal 27	✓		✓
Develop database of musicians, buskers, performers, event promoters and available venues. Develop a web portal and/or app where live music listings can be uploaded in real time.	Music NSW/ music industry	Needs budget	Goal 27	✓	✓	
Ensure that small theatres/cabaret venues are able to flourish in Sydney.	City of Sydney, theatre sector	Needs budget	Goal 27	✓	✓	✓

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.4 Late-night dining and food options						
Develop a Hospitality Action Plan in conjunction with the key industry, business and government stakeholders in this sector.	City of Sydney	Needs budget	Goal 1,4	✓		
Explore options for later dining, including viable transport home for restaurant staff and award penalties.	Trade and Investment, Transport for NSW	Needs budget	Goal 4, 7	✓	✓	
Extend dining opportunities to ensure better cross-promotion during events eg: Christmas, Chinese New Year, Vivid, and Sydney Festival.	Business Chambers, Restaurant & Catering Assn, AHA, Retail Advisory Panel, OLGR, Transport for NSW	Needs budget	Goal 1, 27	✓	✓	✓
Deliver and expand the Sydney Food Truck program.	City of Sydney	Needs budget	Goal 1,4	✓		✓
Explore night time food markets in parks and public spaces, and innovative programs to support new chefs enter the food industry.	City of Sydney, Restaurant & Catering Assn, AHA, dining sector	Needs budget	Goal 1, 4	✓	✓	✓
Explore options to manage clustering of late night fast food premises in key areas.	City of Sydney	Needs budget	Goal 4	✓	✓	
Review Outdoor Dining Policy in conjunction with the key industry, business and government stakeholders in this sector.	City of Sydney	Budgeted	Goal 16,20	✓	✓	✓

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.5 New uses for underutilised night-time and finegrain spaces						
Develop small scale venues in streets and laneways running off George Street as part of the Transforming Sydney Project.	City of Sydney	Budgeted	Goal 1	✓	✓	✓
Expand the fine grain and laneways program beyond Central Sydney.	Small business	Needs budget	Goal 1	✓		
Support small bars in Sydney, and advocate for an “On-Premises – Small Bar” liquor licence.	City of Sydney, OLGR	No/low cost	Goal 4	✓		
Continue to deliver major improvements to City laneways via upgrades and permanent art installations.	City of Sydney	Budgeted	Goal 1	✓	✓	✓
Continue to deliver active laneways and city spaces through temporary art programs.	City of Sydney	Budgeted	Goal 1	✓		
Enable activation of underutilised spaces, in the 6–10pm period and work to develop a “critical mass” of small scale activation, via cutting red tape.	City of Sydney	No/low cost	Goal 27	✓	✓	✓
Map appropriate laneways, streets, public and private spaces and parks that could accommodate evening activation without impacting on residential amenity.	City of Sydney, small business, culture sector	Needs budget	Goal 27	✓		
Encourage the activation of roof top spaces where it is appropriate and amenity impacts can be mitigated.	City of Sydney	No/low cost	Goal 27	✓	✓	✓
Work to activate underground train stations, forecourts of government buildings and private property.	City of Sydney	Needs budget	Goal 27	✓	✓	✓
Audit vacant commercial and City of Sydney owned buildings that could support pop up, short or long term lease arrangements, and develop strategies to activate these spaces.	City of Sydney, NSW government	Budgeted	Goal 27	✓		
Work with the commercial sector to activate vacant tenancies with pop up retail, dining or art galleries.	City of Sydney, commercial sector	No/low cost	Goal 27	✓	✓	✓
Increase use of City halls and centres in the evening.	City of Sydney	No/low cost	Goal 27	✓	✓	✓
Increase evening access to all public and commercial recreation facilities in the City including gyms, basketball courts, skate parks and pools (and their kiosks), and explore more options for late trading privately run child care.	City of Sydney, commercial sector	Needs budget	Goal 24, 27	✓	✓	✓
Increase options for evening activities within the City’s over 55’s programs.	City of Sydney	Budgeted	Goal 24, 25	✓	✓	✓
Broaden marketing of all events for older people, families etc.	City of Sydney	Needs budget	Goal 24, 25	✓	✓	✓

Action 3.1 Diverse options	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
3.1.6 More employment options via later trading hours						
Work with key industry sectors to identify employment and skills shortages in the NTE.	City of Sydney, industry sectors	No/low cost	Goal 1, 6	✓		
Ensure that young people are able to access job markets in Sydney's NTE specifically in the service and food and drink industries.	City of Sydney, TAFE NSW, AHA	No/low cost	Goal 1	✓	✓	✓

Action 3.2 Diversity and planned growth	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
Action 3.2.1 Restricting growth in key locations						
Advocate to NSW Government to develop legislation or framework which manages growth of late trading, high impact licensed premises in problem areas.	OLGR	Needs budget	Goal 20	✓	✓	✓
Action 3.2.2 A more dispersed night-time economy						
Advocate for "anti-clustering" legislation to encourage diversity.	OLGR, NSW Department of Planning and Infrastructure	Needs budget	Goal 20	✓	✓	✓
Ensure policy encourages a mix of uses in precincts.	City of Sydney	Needs budget	Goal 20	✓	✓	✓
Work with Destination NSW to ensure there are adequate tourism facilities provided in the City of Sydney.	City of Sydney, Destination NSW, NSW Department of Planning and Infrastructure	Needs budget	Goal 20	✓	✓	✓
Consider a range of policy options to encourage appropriate night time economy growth in new areas.	City of Sydney	Needs budget	Goal 20		✓	✓
Support options for growth and development in Darling Harbour.	NSW Department of Planning and Infrastructure	No/low cost	Goal 20	✓	✓	✓
Work closely with metropolitan Sydney councils about sustainable growth in their local night time economies.	City of Sydney, Sydney metropolitan councils	No/low cost	Goal 20	✓		
Continue to advocate for more affordable housing for key workers, including those who work in the night time economy.	City of Sydney	Budgeted	Goal 20		✓	✓

Action 3.2 Diversity and planned growth	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
Action 3.2.3 Managing noise						
Undertake a noise mapping project to assess background noise levels.	City of Sydney	Needs budget	Goal 20	✓	✓	✓
Consider policy options to ensure noise is capped at acceptable levels across the LGA.	City of Sydney	No/low cost	Goal 20	✓	✓	✓
Explore policy options to ensure future residential and late trading business development in mixed use precincts incorporates appropriate acoustic minimisation measures.	City of Sydney	No/low cost	Goal 20	✓	✓	✓
Explore options for an additional fee on liquor licences to cover for retrofitting highly affected residential buildings in existing late trading areas.	OLGR	Needs budget	Goal 20	✓		
Work with the Office of Environment and Heritage to manage cumulative noise associated with the NTE.	Office of Environment and Heritage	Needs budget	Goal 20	✓		
Explore options for better understanding the impact of pedestrian-generated and vehicle generated night time noise on residents in the LGA.	Transport for NSW	No/low cost	Goal 20		✓	
Action 3.2.4 Environmentally sustainable growth						
Increase participation of late trading business, especially pubs, clubs and restaurants to become members of the Better Buildings Partnership to improve environmental outcomes.	City of Sydney, commercial sector	Budgeted	Goal 23	✓	✓	✓
Work with business to ensure that more efficient and energy saving light sources are used.	City of Sydney, commercial sector	Budgeted	Goal 23	✓	✓	✓

GOAL 4. An Inviting and Safe Sydney at night

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.1 Manage areas like events						
Apply the principles of event management to late night areas to improve overall functioning especially on Friday and Saturday nights and trial this approach in Kings Cross to test effectiveness before general roll out.	City of Sydney, Premier and Cabinet, NSW Police, Transport for NSW, NSW Health, OLGR, DJAG and other stakeholders	Budgeted	Goal 16	✓	✓	✓
4.1.2 Creative and functional lighting						
Deliver the Sydney Lights Design Code to provide design guidelines for the installation of creative and functional lighting.	City of Sydney	Budgeted	Goal 20	✓	✓	
Roll out sustainable LED lighting.	City of Sydney	Budgeted	Goal 23	✓	✓	
Improve overall lighting levels and rapid reporting of lighting outages.	City of Sydney	Budgeted	Goal 16	✓	✓	
Extend lighting hours in key parks to improve level of usage in the evening (eg: until 10pm).	City of Sydney	Budgeted	Goal 16	✓	✓	✓
Install special lights in George Street and the adjacent streets, laneways and public spaces.	City of Sydney	Budgeted	Goal 16, 20	✓		
Trial creative lighting in Kings Cross.	City of Sydney	Needs budget	Goal 16	✓		
Deliver workshops with property owners to light property frontages.	City of Sydney	Needs budget	Goal 16, 23		✓	
Improve the lighting of public art installations and monuments.	City of Sydney	Budgeted	Goal 27	✓	✓	
Explore creative lighting and signage options for commercial premises.	City of Sydney	Needs budget	Goal 23	✓		
Pathway lighting for accessible/aged populations.	City of Sydney	Needs budget	Goal 16	✓	✓	✓

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.3 Better wayfinding						
Deliver a Wayfinding Strategy.	City of Sydney	Budgeted	Goal 9, 20	✓	✓	✓
Deliver high visibility, eye-catching signage for late night transport hubs.	Transport for NSW	Needs budget	Goal 9	✓		
Use public art to create landmarks/ navigation aids to assist with wayfinding.	City of Sydney	Budgeted	Goal 9, 20		✓	
Promote preferred/safer pedestrian routes as part of the Liveable Green Network program.	City of Sydney	Needs budget	Goal 9, 10	✓	✓	✓
Develop wayfinding that responds to culturally and linguistically diverse populations and people with disabilities.	City of Sydney	Needs budget	Goal 9	✓	✓	

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.4 Improved pedestrian experience and street frontages						
Close George Street to traffic to deliver light rail, including more seating, outdoor dining, better retail linkages, public art and ongoing temporary activation.	City of Sydney, Transport for NSW	Budgeted	Goal 8, 20	✓	✓	
Trial temporary night time road closures.	City of Sydney	Budgeted	Goal 8	✓		
Deliver the Liveable Green Network program with wider footpaths, increased seating, bubblers, landscaping and lighting along key pedestrian corridors.	City of Sydney	Budgeted	Goal 8	✓	✓	
Benchmark levels of pedestrian activity at night every two years.	City of Sydney	Budgeted	Goal 8	✓	✓	✓
Develop a policy approach to better manage queues outside of premises.	City of Sydney	Budgeted	Goal 8,16	✓	✓	
Explore options for “pop up dining bays” and “food truck bays” in select locations.	City of Sydney, licensed venues	Budgeted	Goal 8,16	✓		
Continue to deliver programs which remove roller shutters in priority locations to improve street frontages.	City of Sydney	Budgeted	Goal 16, 23	✓	✓	
Deliver Chinatown upgrades to improve aesthetic appeal.	City of Sydney, small business	Budgeted	Goal 20	✓		✓
Ensure that new developments both residential and commercial include street frontage retail tenancies.	City of Sydney	Needs budget	–	✓	✓	

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.5 More public toilets						
Promote toilet locations through better signage.	City of Sydney	No/low cost	Goal 23	✓	✓	✓
Ensure City owned/managed public toilets are open 24/7.	City of Sydney	No/low cost	Goal 23	✓		
Increase toilet access via a voluntary scheme for access to public toilets in private venues.	City of Sydney	No/low cost	Goal 23	✓	✓	✓
Remove the 50c fee for all “automated pay toilets” in Sydney.	City of Sydney	Budgeted	Goal 23	✓	✓	✓
Deliver a Public Toilet Strategy.	City of Sydney	Budgeted	Goal 20, 23	✓	✓	✓
Install more permanent public toilets, permanent urinals and hydraulic “pop up” urinal and deploy portable urinals and toilets during peak season.	City of Sydney	Needs budget	Goal 20, 23	✓	✓	✓
Work with key universities for options to recycle waste collected from portable urinals.	Universities, City of Sydney	Budgeted	Goal 23	✓	✓	
Develop an online toilet map and toilet app showing both public and private toilet locations and operating hours.	City of Sydney	Needs budget	Goal 23	✓	✓	
Trial installation of sensor lighting and/or noise in urination hotspots.	City of Sydney	Needs budget	Goal 16, 23	✓		

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.6 Cleaner streets						
Install more and larger capacity bins in key late night areas and main streets.	City of Sydney	Budgeted	Goal 23	✓	✓	✓
Continue to deliver and review 24 hour cleansing services in later trading precincts.	City of Sydney	Budgeted	Goal 23	✓	✓	✓
Work with the CEOs of late night fast food and take-away food chains to improve litter levels.	City of Sydney, fast food businesses	Budgeted	Goal 23	✓	✓	✓
Explore options for polluter-pays levies for late night litter generators.	City of Sydney	Low/no cost	Goal 23	✓		
Continue to provide a graffiti removal service to improve the look and feel of City streets.	City of Sydney	Budgeted	Goal 23	✓		
Explore a precinct-based approach for commercial waste collection.	City of Sydney	Low/no cost	Goal 23	✓		
Consider a marketing campaign to raise public awareness and educating about proper disposal of rubbish in public places.	City of Sydney	Needs budget	Goal 23	✓	✓	✓
Work with local business to identify waste that can be separated for recycling and recyclers who would be willing to collect this waste.	City of Sydney, local business	Needs budget	Goal 23	✓	✓	✓

Action 4.1 Better public spaces	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
4.1.7 More police and security presence						
Trial “Street Outreach Patrols” or “Safe Spaces” where people who are intoxicated can be provided with assistance prior to getting them home.	City of Sydney	Budgeted	Goal 16	✓	✓	
Deploy Precinct Ambassadors each Friday and Saturday nights in summer.	City of Sydney	No/low cost	Goal 16	✓	✓	
Review legislative guidelines on the use of mobile security in public spaces.	Dept Attorney General & Justice, liquor accords	Needs budget	Goal 16	✓		
Trial a linked security network.	Licensed premises, liquor accords	Needs budget	Goal 16	✓		
Provide a high quality CCTV network in key locations across the City and install new CCTV signage.	City of Sydney	Budgeted	Goal 16	✓	✓	
Expand the CCTV network into areas where there are high and ongoing issues of violent crime, such as Kings Cross.	City of Sydney	Budgeted	Goal 16	✓	✓	
Carefully review protocols around use of CCTV to enable linking in with any public space outreach provision.	City of Sydney, NSW Police	Budgeted	Goal 16	✓	✓	
Install high-definition cameras to capture wide-screen footage and avoid dead spots.	City of Sydney, NSW Police	Budgeted	Goal 16	✓	✓	
Support increased police patrols in pairs rather than in large groups.	NSW Police	Needs budget	Goal 16	✓		
Support any additional powers for police to address issues with Outlaw Motor Cycle Gangs and Organised Crime Gangs especially in Kings Cross.	NSW Police, OLGR	No/low cost	Goal 16	✓		
Deploy more night-time Rangers/ Ordinance Rangers .	City of Sydney	No/low cost	Goal 16	✓	✓	✓
Better use of eyes and ears on the street by increasing reporting of incidents and vulnerable people by other City staff (e.g. Rangers, Cleansing and Waste).	City of Sydney	No/low cost	Goal 16	✓	✓	✓

Action 4.2 Improved drinking cultures	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
Action 4.2.1 Restrict drinking in key public areas						
Continue to create permanent precinct wide Alcohol Free Zones (AFZ) and Alcohol Prohibited Areas (APA) and install newly designed signage.	City of Sydney	Budgeted	Goal 16	✓	✓	✓
Evaluate effectiveness of AFZ and APA.	Dept. Local Government	Needs budget	Goal 16	✓		
Create temporary AFZ and APA for annual major events.	City of Sydney	Budgeted	Goal 16	✓	✓	✓
Improve the integration and ease of creating an AFZ or APA.	Department of Local Government	No/low cost	Goal 16	✓		
Action 4.2.1 Benchmark drinking practices and intoxication in Sydney						
Keep informed on the latest research regarding reducing intoxication and shifting drinking cultures. Explore outcomes of research by the University of Western Sydney into intoxication.	University of Western Sydney, other academic bodies	Budgeted	Goal 11,16	✓	✓	✓

Action 4.2 Improved drinking cultures	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
Action 4.2.3 Support educational initiatives						
Support the emerging public health approaches to educate “at risk” drinkers about “safer” drink levels, via a long term educational campaign.	NSW Ministry of Health, Mental Health & Drug & Alcohol Office	Budgeted	Goal 11, 16	✓	✓	✓
Monitor the impact of “Know When to Say When” campaign targeting risk drinking, and the commonwealth government campaign “Don’t turn your night out into a nightmare”.	NSW Health, Department of Health & Ageing	Budgeted	Goal 11, 16	✓		
Educate patrons of the laws and penalties if they refuse to leave a licensed premise after being asked to do so. Pilot a ‘personal responsibility’ program.	City of Sydney, OLGR	Budgeted	Goal 16	✓	✓	✓
Develop an issues paper on “brief interventions” to people who have come into contact with police or medical services as a consequence of their drinking behaviour.	NSW Ministry of Health	Needs budget	Goal 11	✓		
Ensure that Responsible Service of Alcohol (RSA) Marshalls receive appropriate training.	OLGR	Needs budget	Goal 11,16	✓	✓	
Trial of Responsible Service of Alcohol Marshalls in public domain by training the City’s Precinct Ambassadors.	City of Sydney	Budgeted	Goal 11,16	✓		
Trial ‘Hello Sunday Morning” to address drinking cultures in Sydney.	City of Sydney, Hello Sunday Morning	Needs budget	Goal 11	✓		

GOAL 5. An Responsive Sydney at night

Action 5.1 Responsive regulation	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.1.1 Development applications						
Work with venues with multiple consents obtained over many years to consolidate these into one clear development consent.	City of Sydney	No/low cost	Goal 4	✓	✓	✓
Develop an online resource which maps all approved development in the City of Sydney with basic information available including trading hours, type of use approved, outdoor dining and other information.	City of Sydney	Needs budget	Goal 31, 32	✓	✓	
Integrate current liquor licence applications, with similar basic information about the type of licence, hours approved and basic requirements.	OLGR, City of Sydney	Needs budget	Goal 32	✓	✓	
Require venues to display basic information regarding indoor/outdoor trading hours and patron capacities, with a voluntary pilot in Kings Cross.	City of Sydney, Kings Cross Liquor Accord	No/low cost	Goal 31, 32	✓		
Trial bar codes for compliance staff on premises which contain basic approvals information.	City of Sydney	Needs budget	Goal 16		✓	
Provide online access to development consent information for business operators to improve their awareness of a full history of consent for their premises.	City of Sydney	Needs budget	Goal 4		✓	✓

Action 5.1 Responsive regulation	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.1.2 Improvements to liquor licensing						
Investigate a licensing permit system where liquor licences are not issued indefinitely, but are renewed regularly, like a driver’s licence.	OLGR	Needs budget	Goal 16	✓	✓	
Review of the number and type of categories under the on-premises liquor licence to manage emerging issues such as “venue morphing”.	OLGR	No/low cost	Goal 16	✓	✓	
Add licensed premises capacities on each liquor licence.	OLGR	No/low cost	Goal 16	✓		
Introduce RSA marshals in all licensed premises operating after 12am in key areas, with a pilot in Kings Cross to assess effectiveness.	OLGR, licensed premises	No/low cost	Goal 16	✓		
Revamp of RSA and RSA on the Frontline training completed, with new accreditation and renewal requirements.	OLGR	No/low cost	Goal 16	✓		
Trial “mystery shoppers” in licensed premises to gauge the level of intoxication and compliance with RSA.	OLGR, Licensed premises	No/low cost	Goal 16	✓		
Apply tighter restrictions on licensed harbour cruises with clear restrictions on where to dock, clear dispersal plans and more effective compliance to ensure that RSA is being complied with.	OLGR	No/low cost	Goal 16	✓	✓	
Ensure that all licensed vessels have a condition on the licence that requires Plan of Management for disembarkation of passengers to minimise amenity impacts.	OLGR	No/low cost	Goal 16	✓		
Undertake a feasibility study into a devolved liquor licensing regime for NSW for the purpose of issuing and monitoring liquor licences, as per the UK model.	OLGR	Needs budget	Goal 16	✓	✓	

Action 5.1 Responsive regulation	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.1.3 Trading hours						
Consider policy options to ensure that when patrons leave a late trading premises that amenity is protected.	City of Sydney, OLGR	No/low cost	Goal 16	✓	✓	✓
Advocate to the OLGR to trial a “wind down hour” and requirement on licences for a “venue dispersal plan” for very late trading licensed premises. This might be based on the NOCTIS UK industry guidelines. A “wind down hour” was applied to late trading licensed premises in Kings Cross in late 2012 and the outcome of this will be monitored.	OLGR	No/low cost	Goal 16	✓	✓	✓
5.1.4 Security improvements						
Industry accreditation for security and venue staff re: diffusing conflict.	Security Licensing & Enforcement Directorate, NSW Police	Needs budget	Goal 16	✓	✓	✓
Introduce good practice guidelines and over time, legislative provisions around the use of identity scanners in pubs and nightclubs to ensure that operators, venues and members of the public have clear guidance regarding privacy protections.	Premier & Cabinet DJAG	Needs budget	Goal 16	✓	✓	
Pilot and evaluate the Safer Bars training model.	OLGR, City of Sydney, licensed premises	Needs budget	Goal 16	✓		
5.1.5 Improved complaint-making procedure						
Promote reporting of crime, including when to report – what happens and when.	City of Sydney	Budgeted	Goal 16, 23	✓	✓	✓
Educate reporting of incidents to appropriate body e.g. Police, City by producing a “who to call” hard copy and online resource for residents.	City of Sydney, OLGR, NSW Police	No/low cost	Goal 16, 23	✓	✓	
Develop a toolkit for Councils regarding noise and new applications.	City of Sydney	No/low cost	Goal 23,30	✓	✓	

Action 5.1 Responsive regulation	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.1.5 Improved complaint-making procedure (continued)						
Work with local residents to develop a process map of current complaint making processes and identify problem areas that could be improved (streamline complaints procedure).	City of Sydney, resident groups	No/low cost	Goal 23,30	✓		
Regularly update information, including online, consistent Customer Service Scripts and presentations to Call Centre.	City of Sydney	No/low cost	Goal 23,30	✓		
Provide the OLGR “Disturbance Concerns” Guide for residents on the City of Sydney website, and provide the guide to the City’s customer service call centre.	OLGR, City of Sydney	No/low cost	Goal 23,30	✓	✓	
Partner with OLGR to develop their “step by step” residents guide regarding accurate information about the liquor laws.	OLGR, City of Sydney	Budgeted	Goal 23, 30	✓	✓	
Develop a resource for new residents moving to late night areas regarding what to be aware of when you move next door to a nightclub, pub, small bar or restaurant. This will include sound files of street noise at different time of the day and night.	City of Sydney	Needs budget	Goal 23,32	✓		
Advocate to NSW Government to explore options for a “first tenant’s rights” framework as created in Brisbane, in partnership with government and consultation with residents and the industry.	City of Sydney, Planning & Infrastructure	Needs budget	Goal 23		✓	
Simplify the complaint making process via a “one call” geocoded system shared between agencies as used in New York City.	City of Sydney	Needs budget	Goal 23,30		✓	
Improve overall capacity to monitor and respond to noise complaints, with a staged approach to working with premises with noise problems.	City of Sydney, OLGR, NSW Police	No/low cost	Goal 23,30	✓	✓	✓

Action 5.1 Responsive regulation	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.1.6 Effective regulation and compliance						
Undertake proactive inspections of high-risk premises late at night.	City of Sydney	Budgeted	Goal 16	✓	✓	
Continue to employ specialist licensing compliance officers to work in very late-trading precincts.	City of Sydney	Budgeted	Goal 16	✓	✓	
Undertake a regular schedule of joint operations with NSW Government agencies and the NSW Police.	City of Sydney, OLGR, NSW Police	Budgeted	Goal 16	✓	✓	
Investigate a Traffic Light System trial: a penalty and incentive system for licensed premises' compliance management.	OLGR	Needs budget	Goal 16	✓		

Action 5.2 Cutting red tape	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.2.1 Navigating existing processes						
Deliver a series of Business 101 seminars to business annually on the basics regarding development applications, planning controls, general health, noise and building compliance requirements.	City of Sydney	Budgeted	Goal 1,4	✓	✓	
Develop plain English online tools, templates and examples of completed Plans of Management, development applications, information about building certification, occupancy certification, and available options when an application has been refused.	City of Sydney	No/low cost	Goal 4	✓	✓	
Promote the City's existing free, pre-development application service, where applicants are able to discuss their proposal with one of the City's planners.	City of Sydney	No/low cost	Goal 4	✓	✓	

Action 5.2 Cutting red tape	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.2.2 Better processes for events						
Assist agencies holding outdoor events through our specialised Outdoors Events Officers.	City of Sydney	Budgeted	Goal 4	✓	✓	
Deliver an annual workshop for entrepreneurs, agencies and not-for profits groups delivering events, with a focus on development consent, permits, fees and grants available to support temporary activation in Sydney.	City of Sydney	Budgeted	Goal 4	✓	✓	
Undertake research to reduce red tape and support for new and one-off events through finding ways to offset public liability and insurance costs, and simplify and streamline application processes.	City of Sydney	Budgeted	Goal 4	✓		
Explore options to provide access to underused City, corporate and NSW government spaces at night for pop-up theatre, performances, markets and other types of activation.	City of Sydney, Premier and Cabinet, commercial sector	No/low cost	Goal 4	✓	✓	
Explore real-time translation of events in community languages.	City of Sydney	Not budgeted	Goal 4	✓		
Create criteria to determine the suitability of events based on location, value, impact on Sydney's image, economic impact and benefit to the overall Sydney experience.	Destination NSW, City of Sydney	No/low cost	Goal 4	✓		

Action 5.2 Cutting red tape	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.2.3 Other improvements						
Run a “process flow” workshop with business to examine the red tape problems involved in the development application and liquor licensing processes.	City of Sydney	Budgeted	Goal 4	✓	✓	
Explore options within the “exempt and complying” development provisions to create a “multi-function” approval to encourage temporary, one-off or multiple events similar to a “function” licence for a one-off/multiple event or occasion, to enable businesses to provide diversity of activities within their premises.	Small Bus. Commission, Trade & Investment	No/low cost	Goal 4	✓		
Explore options to apply more generic descriptions to development applications. For example, enable cafe/restaurants to have more flexibility between daytime and night time operation. This would not apply to changes to the primary use e.g. from a restaurant to a pub.	City of Sydney, Planning NSW	No/low cost	Goal 4	✓	✓	
Advocate for the streamlining of the process for modifying development consents for non-alcohol based businesses that are seeking to extend their trading hours.	City of Sydney, NSW Department of Planning and Infrastructure	No/low cost	Goal 4	✓		
Training for planning and compliance staff to be responsive to the business community.	City of Sydney, Retail Advisory Panel	No/low cost	Goal 4	✓		
Promote internal understanding of how planning constraints shape the actions we can take.	City of Sydney	No/low cost	Goal 4	✓	✓	

Action 5.3 Village plans	Lead agency/ partners	Budget implication	State plan target	Short term	Medium term	Long term
5.3 Local plans						
Develop and deliver 10 Village Plans to ensure that local centres have clear and integrated plans for their communities.	City of Sydney	Budgeted	Goal 23, 32	✓	✓	✓
Deliver specialised integrated plans to address the day-to-day operations of problem late trading areas, and deliver a longer term plan for these areas over time. Integrate these plans into the City's Village Plans.	Local business, residents, late trading venues, accommodation services, NSW government agencies, academics and other stakeholders	Needs budget	Goal 16,32	✓	✓	✓
Deliver a specialised and targeted Plan of Management for Kings Cross.	Dept Premier & Cabinet, NSW government, City of Sydney	Budgeted	Goal 16,32	✓	✓	✓
Scope and deliver a specialised and targeted plan for Oxford Street.	City of Sydney, NSW government	Needs budget	Goal 16,32	✓	✓	✓
Scope and deliver a specific CBD Plan which incorporates night time economy considerations.	City of Sydney, NSW government	Needs budget	Goal 16,32	✓	✓	✓

06

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