

MAYOR OF LONDON

Developing a night time strategy

Part 1: Guidance on process



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Developing a night time strategy

Guidance for local authorities

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Introduction: Designing holistic strategies

- Public realm
- Civic and public life
- Communities, planning and governance guidance
- Social responsibility and management of the economy after 6pm
- The economy after 6pm
- Stewardship and public/private interface



Foreword

I write this at one of the most challenging times London has ever faced. The COVID-19 pandemic has caused unprecedented restrictions on the economic, social and cultural lives of Londoners at night. The fragility of our night time industries has been laid bare and the lives and livelihoods of hundreds of thousands of night time workers have been put at risk. Too many people, especially women, disabled people and Londoners on low incomes, feel unsafe moving around the city at night, and this is the focus of an urgent public conversation.

This is the most far-reaching night time guidance produced by any city in the world. It aims to inspire a new wave of night time planning across London. It sets out the many benefits – for councils, communities and businesses – of creating diverse and inclusive night time plans – together. It includes step-by-step guides and a wealth of exciting case studies and precedents from around the world.

This is one of several initiatives that the Mayor of London and I have commissioned to help make London a truly inclusive, forward thinking, 24-hour city. The Night Time Data Observatory will provide an essential evidence base for boroughs' night time plans. New research shows that Londoners' lives can be improved by extending high street opening hours. The report on the Night Time Enterprise Zone pilot in Walthamstow provides a timely blue print for boosting high street activity after 6pm. The Women's Night Safety Charter encourages all organisations that operate after 6pm to sign-up and commit to training staff in how to spot and stop intimidation and harassment.

The night is a time of opportunity when we can reimagine our high streets and neighbourhoods. The City of London and Green Lanes in Haringey have shown that a simple lighting strategy can transform unwelcoming places into beautifully lit, active and safe spaces after dark. Timed pedestrianisation of streets across London in response to COVID-19 shows that creating more space for walking, cycling and outdoor socialising can make the economy more sustainable at night.

The need for bold and innovative night time plans – to revive London's high streets, rescue our world-class night time industries and support our vital night workers – has never been more urgent. When we emerge from this pandemic, we must replace restrictions and regulations with measures to promote high streets as places of respect, equality and inclusivity around the clock. With the right plans in place, London's high streets will thrive again at night.

Amy Lamé
Night Czar

How to use this guidance

This guidance is addressed to local authorities in London seeking to develop a night time strategy, as recommended in the new London Plan. The guidance covers the creation, delivery and monitoring of a holistic night time strategy and is made up of two parts:

- Part 1: Guidance on process
- Part 2: Guidance, precedents and case studies




Part 1 (this document) is intended to be read from start to finish. It presents the reasons for developing a night time strategy, suggests a process that could be followed, and explains the benefits of involving multiple council teams, communities and businesses. It includes three short examples of night time strategies from Australia. There, local authorities have adopted evidence-led strategies to help rebuild their town centres at night, following a period of heavy restrictions and reduced hours.

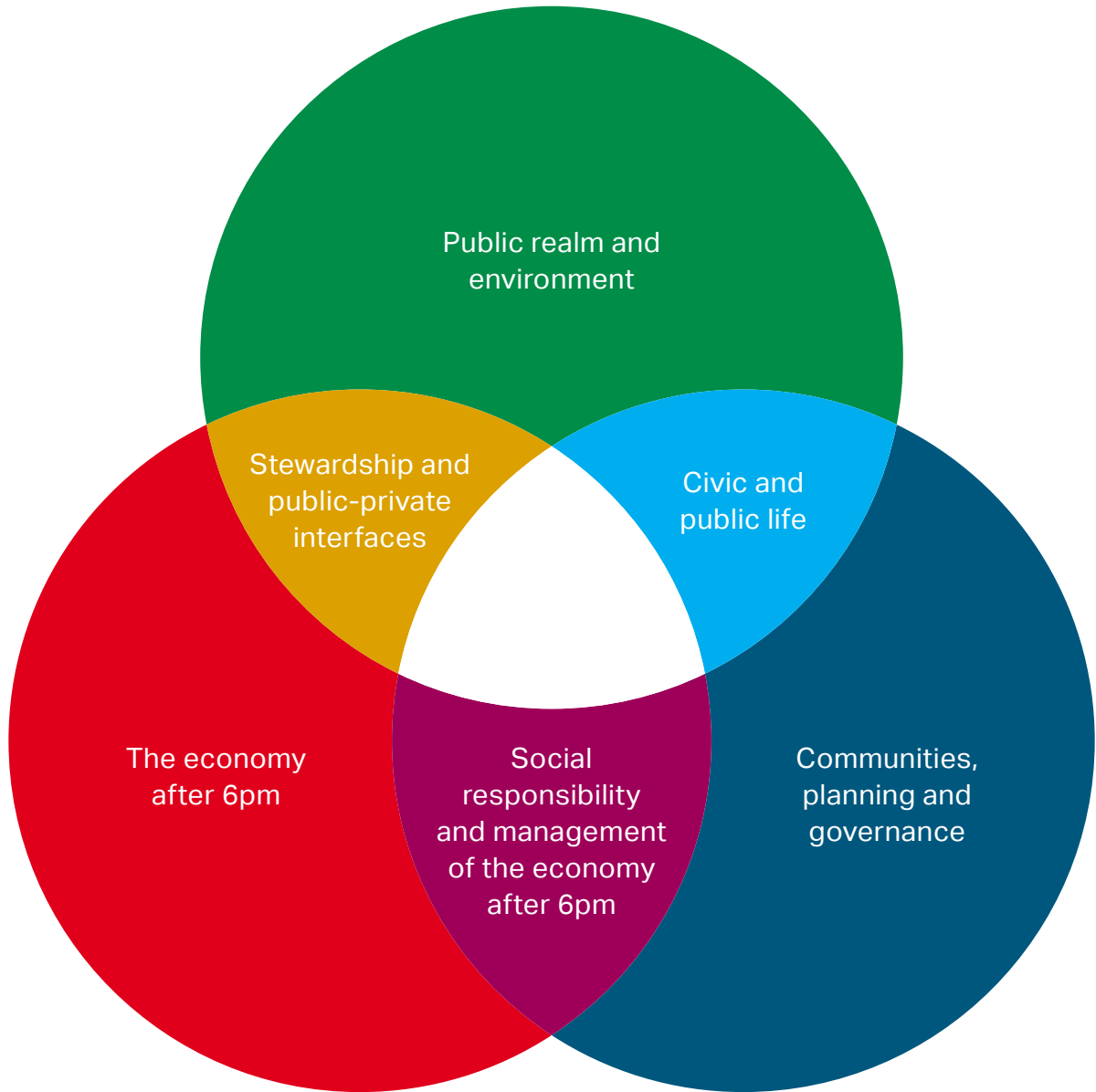
Part 2 will be published soon and is a collection of guidance, case studies and precedents illustrating the types of projects that local authorities could include in their night time strategies. They are organised and colour-coded around six themes:

Themes

- Public realm
 - Civic and public life
 - Communities, planning and governance
 - Social responsibility and management of the economy after 6pm
 - The economy after 6pm
 - Stewardship and public/private interface
-

Document icon key

-  Link to online resources
-  Link to guidance
-  Link to precedents and case studies



Quick read – example actions

Listed below are a set of 15 actions that boroughs may want to explore in developing their night time strategies:

1. Night time strategy steering and delivery group

Set up a cross-departmental night time strategy steering and delivery group within the council. Nominate a night time strategy champion and a department to be responsible for the strategy's coordination.

2. Night time forum

Map stakeholders and establish a night time forum that includes council officers, councillors, businesses, resident groups, employers and night workers. Include people from minority groups and ensure inclusive, balanced and intergenerational representation that reflects the diversity of the borough's communities.

3. Business Improvement Districts

Consider establishing a Business Improvement District (BID) or other type of business forum in town centres to help create new partnerships and nurture a shared responsibility for managing, curating and funding night time projects and activities.

4. 'Night Test'

Establish the 'Night Test' as part of the council's review process for all existing and new policies, strategies and projects as an efficient way of integrating night time designs and strategies into existing workstreams.

5. Stakeholder engagement

Implement different methods for stakeholder engagement to identify challenges, opportunities, aspirations and priorities for the borough and its town centres. Conduct night walks and set up platforms to gather ideas about the borough at night and provide feedback on projects.

6. Record land uses and opening hours

Record land uses and opening hours in town centres and consider the use of GIS databases to help monitor and update information. This will help build a picture of evening and night time uses and help inform strategic planning for regeneration and development projects.

7. Land use planning

Identify opportunities to establish clusters of evening and night time uses and cultural quarters within local plans and new developments, coordinating with planned residential uses.

8. Flexible and case-by-case approach to planning and licensing approvals

Support businesses wanting to experiment with different activities at night by adopting a more flexible approach to planning and licensing approvals. Explore ways to streamline the processes for allowing new uses.

9. Access to public spaces

Improve evening and night time access to public spaces, including interiors and rooftops, and trial night time access to green spaces.

10. Infrastructure and design

Include specific night time infrastructure in new public realm schemes, such as providing power for events and flexible, sensitive lighting designs.

11. Amenities

Ensure amenities are available at night, including seating, bins, drinking fountains and accessible public toilets and Changing Places facilities.

12. Community events

Produce and host evening and night time community events, using council-owned premises and spaces.

13. Night workers

Engage with night workers and employers to come up with projects that improve their wellbeing, such as signing up to the Mayor's Good Work Standard.

14. Temporary events and pilot projects

Run temporary trials, events and festivals to test potential and assess demand. Identify where temporary uses could help transform underused and unloved public realm and support night time businesses.

15. Vacant premises

Work with developers and landlords to activate vacant premises with evening and night time uses. This could provide affordable opportunities for local start-ups, creative workers and community groups.

Part 1

Guidance on process

Planning for London's communities 6pm to 6am

A majority of Londoners are active at night. After 6pm is when many Londoners eat out, socialise with friends and family, play sport, exercise, practice cultural traditions, and run errands. It is also when many Londoners meet new people, dance and play, get inspired by art and culture, learn new skills and nurture social, cultural and creative networks.

1.6 million Londoners also work during the evening and night time. They create internationally renowned art, and perform for, serve, transport, look after, protect and nurse locals and visitors. They sort and deliver goods and help clean, maintain and prepare spaces and infrastructures, ready for the next day.

While some work, others sleep. Good quality sleep is critical to our mental and physical wellbeing, and protecting Londoners' rights to good quality sleep is a fundamental driver of sustainable planning and management of night time activities.

Holistic planning for London's communities between 6pm and 6am is critical to the economic, social and cultural vitality of the city. If we do not protect and nurture London's vitality at night we put at risk the reasons that social, curious, creative and talented people are drawn to our city and feel proud to call London their home.

Policies that influence the character and use of town centres after 6pm affect everyone. Developing a night time strategy requires a balanced and holistic view. As such, this document has been compiled with the knowledge that people have different experiences of the city at night, and some face barriers to participation. Achieving the ambitions set out in this guidance will require boroughs to understand and deal with safety concerns at night.

Planning for a culturally rich, sustainable and responsible borough at night means planning for a wide range of people. The diversity of people who feel comfortable participating in the public life of a borough at night, regardless of their gender, sex, socioeconomic circumstance, age, ethnicity or disability, will be a key indicator of a night time strategy's success. Strategies should address barriers to enjoying a diverse range of evening and night time activities.

Local authorities are encouraged to work with stakeholders and partners on their night time strategies. Night time industries are rich with talented people, from astronomers, nurses and logistics staff to musicians, theatre operators and club promoters. Collaborating with such diverse industries can offer valuable insights, new public-private partnerships and funding.

The partnership models in this guidance encourage collaborative forms of planning. These can ensure that council resources and funding are directed efficiently to support and manage challenges identified by stakeholders.

Establishing a 'Night Test' across policy portfolios and setting out principles for managing and diversifying night time activities can reduce costs in the long run. The potential for conflicts and enforcement actions can be reduced. Management and funding responsibilities can be shared with landowners, landlords, private occupiers and other bodies, such as Business Improvement Districts (BIDs). These models can also make night time industries more resilient and viable, allowing for innovation and flexibility in trialling new business models. Having a single point of contact for night time industries at local authorities can establish confidence and allow shared goals to be identified.

Night time offers unique opportunities to enrich and diversify the experience of a borough, bringing together its communities. By developing a night time strategy, local authorities can address such diverse goals as combating loneliness, improving feelings of safety at night, celebrating a wide range of cultures, increasing the wellbeing of night workers, and nurturing the next generation of creative workers, among many more.

Developing night time strategies that are specific to each borough and its communities will enrich and diversify London at night, enhancing our city's status as a global centre for innovation, culture, and inclusion.

Learning from lockdown

The unprecedented impacts of COVID-19 have brought the need for proactive, holistic planning for the night time into sharp focus. Night time leisure, hospitality and entertainment industries have had months of closure or reduced trade. The fragility of these businesses, which are so important for our economic, social and cultural lives, and the livelihoods of their workers, has been exposed. Their recovery is uncertain.

Meanwhile, a spotlight has been cast onto night time healthcare workers, warehouse logistics staff and delivery drivers, whose critical importance has been illuminated by the crisis, and whose wellbeing and amenity must be supported. This includes access to healthy food, groceries and essential items during late nights and early mornings, ensuring they can get to and from work efficiently and safely, and have access to more flexible childcare.

Businesses, local government officers and policy makers are urgently examining how social distancing can be maintained when people return to public life and work. This includes creating extra capacity both physically, through public realm alterations that create more space for pedestrians and patrons, and temporally, by staggering peak hours of activity to reduce overcrowding within available space. Extended, later hours for many activities and the potential timed closure or pedestrianisation of streets could also push servicing and other functional and operational activities later into the night.

With the rigidity of a typical working day being relaxed across sectors – including many sectors not traditionally associated with night shift work – the need to rethink how boroughs function over 24 hours has become all the more important. COVID-19 and the lockdown of many night time industries has shown the importance of future-proofing sectors that operate at night, and adopting strategies to support their recovery. Developing night time strategies and removing barriers, such as safety concerns, poor accessibility and lack of affordable and diverse programming, will encourage people to return to night time activities and secure the livelihoods and long term future of workers and businesses operating at night.

This guidance advocates a holistic approach to night time. It emphasises that allocation of land uses, and design and management of the public realm, must plan for late and extended opening hours, and use over 24-hours, to help support responsible post-6pm activity. The guidance promotes a flexible attitude towards regulation to help support businesses and entrepreneurs who want to diversify activities, improve their viability, and test new ideas, while ensuring that workers and residents are looked after.

The pandemic necessitated new measures to be urgently put in place in the public realm to allow for social distancing, while people's personal efforts to avoid crowds have led to significant shifts in patterns of exercise, shopping and working. These expedient and experimental responses to shifting circumstances present live opportunities to test initiatives and examine how public and private spaces, and the custodians of each, can work together.

How we create real additional capacity for people in the public realm, using both physical and temporal strategies, needs to be considered over the long-term to be sustainable. Lessons learned from the pandemic and any stopgap measures that have been implemented to allow for social distancing should feed directly into boroughs' planning for their night time. This will help ensure our 6pm–6am economic, logistic, transport, cultural, social and healthcare infrastructures are properly planned and supported.

Why do we need a night time strategy?

Proactive, holistic planning

A dedicated strategy shifts a local authority's approach to night time from reactive to proactive. It makes more efficient use of time, money and resources, ensuring priorities are balanced between communities, wellbeing, environmental sustainability and economic growth.

Long term vision

A strategy establishes the long-term aspirations of stakeholders and the council, across departments, helping to prioritise and focus short and medium term projects.

Visibility

Developing a strategy gives night time issues and aspirations visibility, helping to unite stakeholders with a common interest in shaping the borough's night time activities and industries.

Consensus-building

A strategy developed with stakeholders and communities allows the council to build and communicate consensus on the assets, challenges, aspirations and priorities for the borough at night.

Pooling resources

Establishing priorities and actions for night time across workstreams allows resources to be pooled and focused.

Evidence-based actions

Setting out the evidence base that has informed the strategy in one standalone document helps to keep the links between the research, data and stakeholder input, and the actions that are taken.

Unifying document

Night time strategies are complex and work across various departments, so putting everything in one document helps ensure that objectives remain consistent and actions are coordinated. It provides continuity, so information does not get lost between departments or after changes in personnel.

Advocacy tool

The strategy serves as an advocacy tool both within the council and externally to various stakeholders and potential funding partners.

Funding allocation

Defining night time strategies explicitly can help allocate funding in a more targeted and efficient way. It can support bids for external funding, encourage partnership financing and help galvanise investment.

Establishing accountability

A strategy helps nurture partnerships, agree responsibilities for actions, and drive implementation.

Monitoring tool

A strategy articulates the baseline condition and establishes targets specific to night time, allowing progress to be monitored and the impacts of the strategy's actions to be assessed.

Developing and implementing a strategy

Roles of local authorities

1. Assemble

Assemble a night time strategy steering and delivery group. Appoint a night time champion to lead and promote the strategy, and a department to lead its coordination.

2. Gather

Gather research and data about the borough's existing night time industries and key stakeholders.

3. Review

Review existing council policies and strategies, and identify where integration with night time strategies is, and will be, required.

4. Partner

Partner with local businesses, BIDs, night workers, community groups and police to establish a Night Time Forum that collaboratively defines the brief for the strategy and helps deliver its actions.

5. Integrate

Integrate the 'night test' into all new policies and strategies, reviewing them from the perspective of the night time strategy's objectives.

6. Plan

Plan land uses to create clusters of evening and night time activity, nurturing ecosystems of uses that complement each other and daytime uses.

7. Collaborate

Collaborate with the GLA, TfL and other boroughs to share best practice and coordinate planning, licensing and policing near borough boundaries.

8. Connect

Connect businesses, creative industries and audiences with each other and with vacant spaces and places, and help to broker new partnerships.

9. Host

Host evening and night time activities in council-owned spaces – inside and outside – and produce and facilitate a programme of community and cultural events.

10. Design

Design streets and spaces with regard to their use after dark, ensuring they provide capacity and amenity for night time activities. Ensure they are functional, accessible, inclusive, safe and legible for all, including those who currently face barriers to participation.

11. Support

Support businesses seeking to innovate and diversify their activities by adopting a nuanced and streamlined approach to regulation. Produce advice on best practice, planning, licensing regulations and marketing.

12. Promote

Promote the unique characteristics and diversity of the borough at night and provide night time specific marketing, campaigns and online resources.

13. Safeguard

Help safeguard the wellbeing of night time workers, visitors and residents.

14. Mediate

Help mediate conflicts arising from overlapping night time activities, fostering an open and transparent dialogue between stakeholders.

15. Protect

Protect night time uses, including assets of community value, pubs, music and LGBTQ+ venues and theatres, and community spaces and facilities serving minority and marginalised communities.

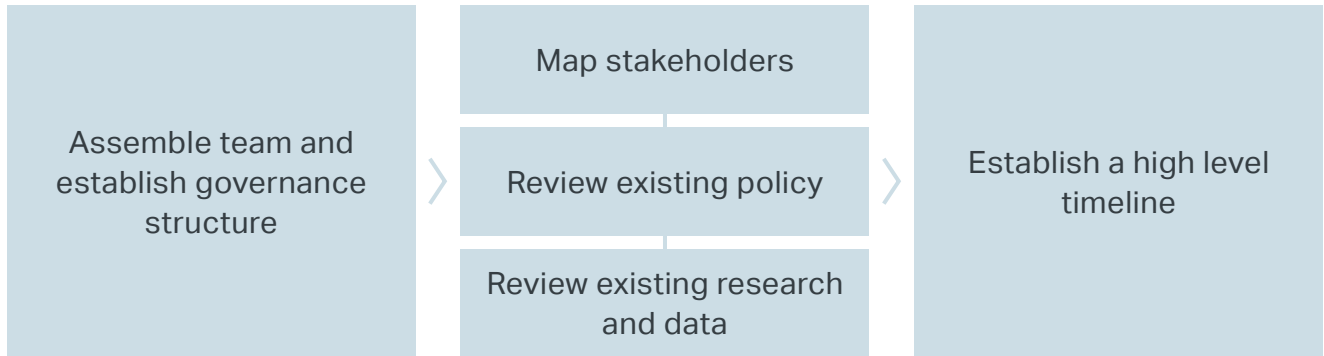
16. Monitor

Monitor progress of night time strategies and projects, record data, and report annually on progress against actions.

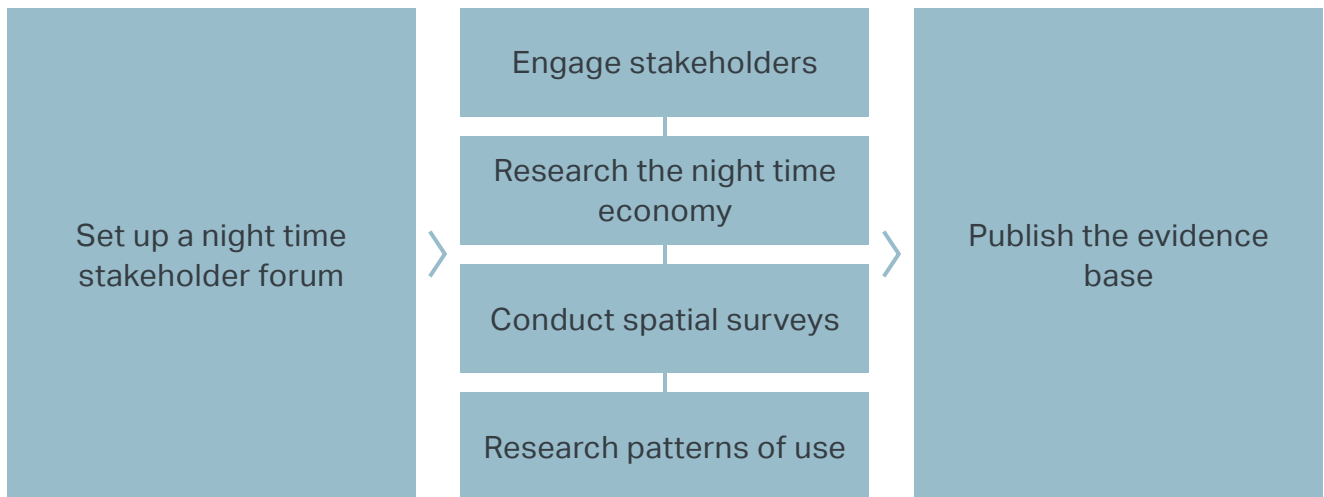
Developing and implementing a strategy

Process

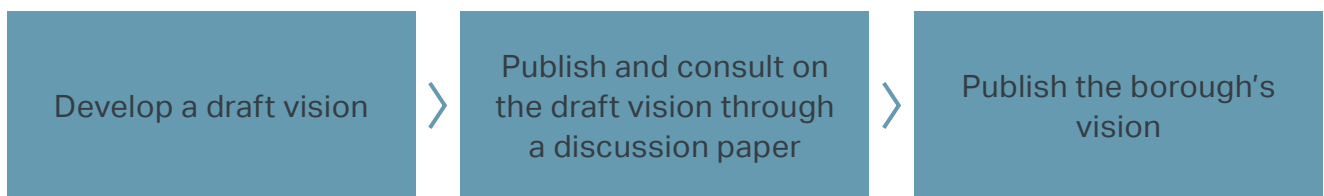
Stage 1: Project inception



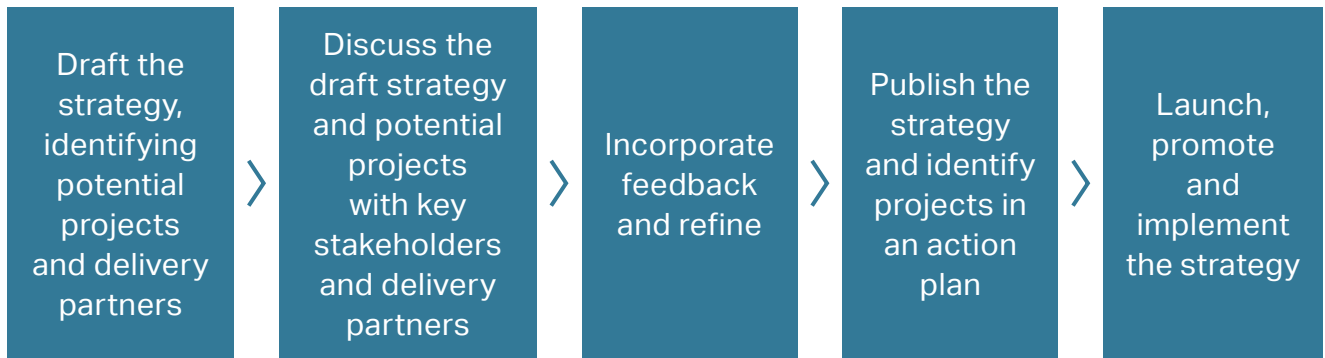
Stage 2: Establishing a baseline and building an evidence base



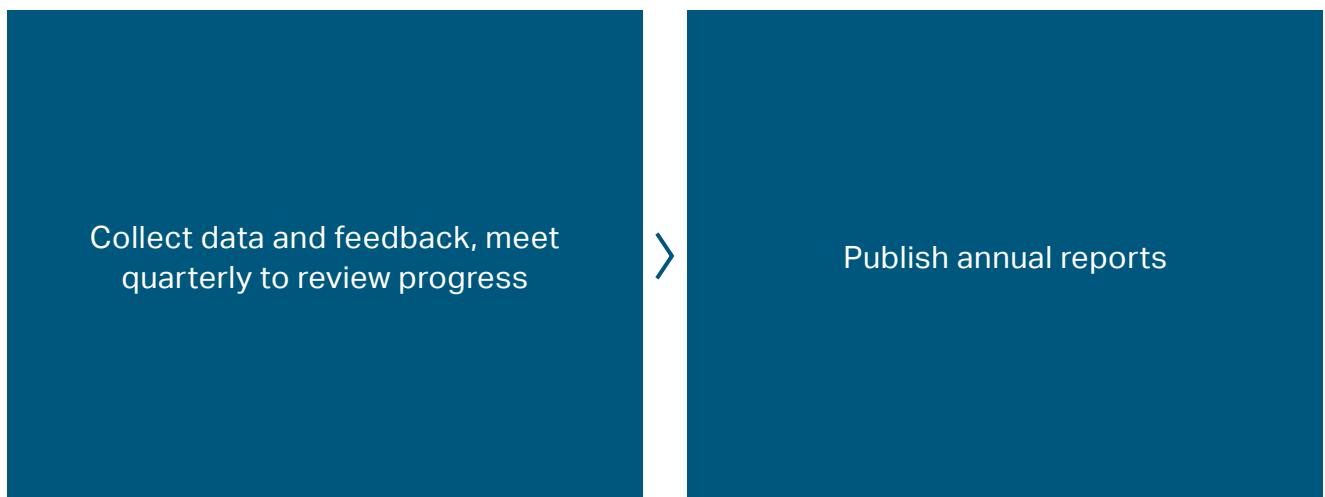
Stage 3: Creating a shared vision and objectives



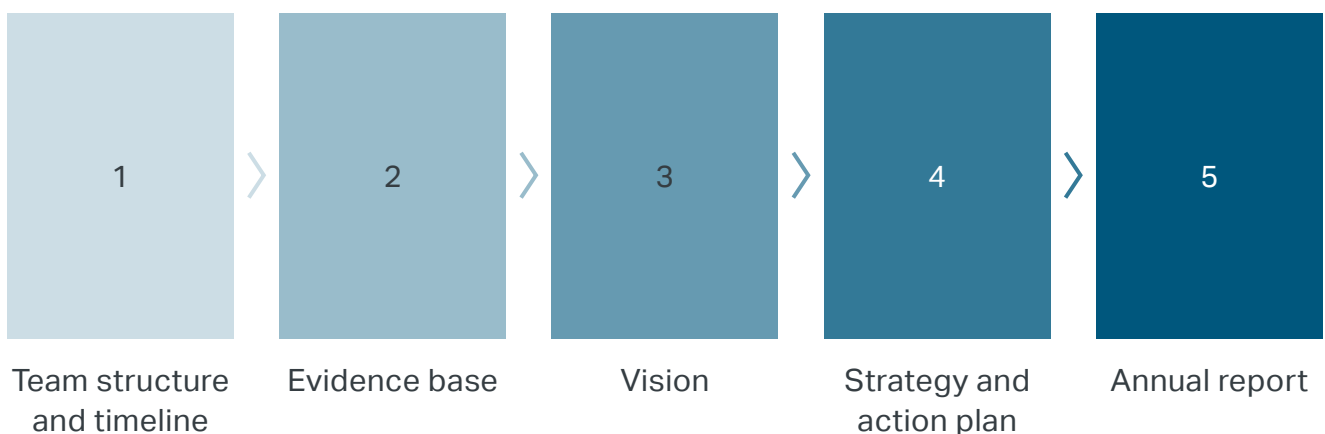
Stage 4: Developing a strategy and action plan



Stage 5: Monitoring and reviewing progress



Outputs



Stage 1: Project inception

Assemble team and establish governance structure

A holistic night time strategy should, by definition, work across several council departments. Partnership working and coordination across departments will be key to delivering objectives efficiently and sustainably.

At the start of the project, local authorities should consider:

- Appointing a night time champion, who will be the project lead within the council
- Nominating a council department that will coordinate the strategy
- Setting up a cross-departmental night time strategy steering and delivery group, which could meet quarterly

Internal governance structure

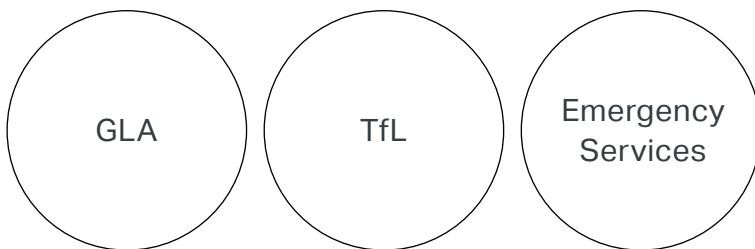


Stage 1: Project inception

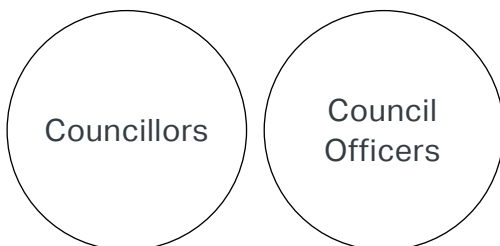
Identify stakeholders

Identifying and creating a live database of stakeholders within the borough and across borough boundaries will help establish partnership working. It will be the first step towards setting up a night time stakeholder forum, which will help ensure external stakeholders and partners are engaged and remain central to the night time strategy throughout its development and implementation.

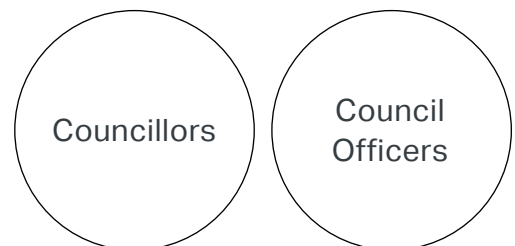
London-wide authorities and services



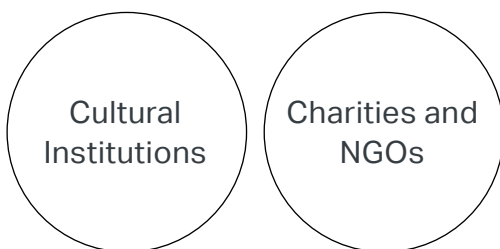
Neighbouring authorities



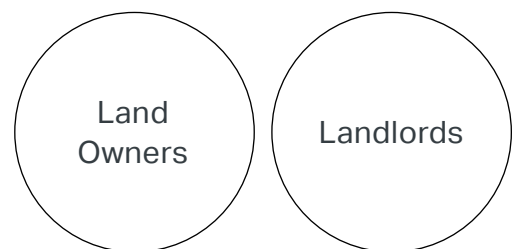
Local authority



Institutions and charities



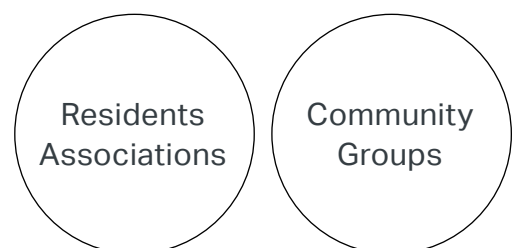
Building and land owners



Business groups



Community groups



Stage 1: Project inception

Review existing policy

The council's existing policies and strategies should be reviewed to understand their relevance to, and role in, the planning, management and regulation of night time activities. A review will help identify scope for further alignment with London-wide strategies, policies and best practice guidance, and the borough's night time strategy objectives as they emerge.

Local authorities should seek to integrate proactive policies for night time. This includes ensuring that regulatory and enforcement tools actively nurture responsible night time social and cultural activity, alongside their role in safeguarding against practices that are non-compliant or fall short of best practice.

Strategies and policies that are relevant to night time, but do not currently make explicit reference to it, should be included to ensure that future iterations acknowledge and are aligned with the borough's night time objectives, and that policies and strategies for daytime and night time support and complement each other.

Council strategies and plans for review could include:

- The local plan
- Neighbourhood plans
- Cultural and community strategies
- Street design guides
- Development plans

Council regulatory tools and policies for review could include:

- Environmental health
- Licensing
- Health and safety

Key relevant GLA, TfL and related policies and guidance include:

- Town Centres SPG, GLA, 2014
- A Vision for London as a 24-Hour City, GLA, 2017
- Culture and the Night Time Economy SPG, GLA, 2017
- New London Plan, GLA, 2019
- Grassroots Music Venues Rescue Plan, 2017
- Healthy Streets for London, TfL, 2017
- Culture for all Londoners, the Mayor of London's Culture Strategy, GLA 2018

- Inclusive London, GLA, 2018
- Mayor's Violence Against Women and Girls Strategy (page 41), GLA, 2018–2021
- London at Night: An Evidence Base for 24-Hour City , GLA, 2018
- Cultural Infrastructure Toolbox, GLA, 2019
- High Streets and Town Centres Adaptive Strategies, GLA, 2019
- LGBTQ+ Nightlife Venues Charter, GLA, 2019
- Think Night: London's Neighbourhoods from 6pm to 6am, London Night Time Commission, 2019
- Women's Night Safety Charter, GLA, 2019
- Night Time Enterprise Zone Walthamstow Pilot Project Findings and Recommendations, GLA/London Borough of Waltham Forest, 2020

Pending publications:

- The Costs and Benefits of Extended High Street Opening Hours, GLA, 2020
- Perceptions and Effectiveness: Insights into the Late Night Levy in London, GLA/MOPAC, 2020

Further relevant GLA and TfL policies and guidance include:

- Understanding London's Markets, GLA, 2017
- London Environment Strategy, GLA, 2018
- London Food Strategy, GLA, 2018
- Smarter London Together, GLA, 2018
- TfL Deliveries Toolkits, TfL, 2018
- Freight and Servicing Action Plan, GLA, 2019
- The Case for a River Thames Cultural Vision, GLA/Port of London Authority, 2019
- Employer Guidance for The Mayor's Good Work Standard, GLA, 2020
- Making London Child-Friendly, GLA, 2020
- Public London Charter, GLA, 2020

Stage 1: Project inception

Review existing research and data

The night time strategy should seek to protect, enhance and build upon the borough's strengths and assets, address specific challenges, and seize new opportunities to grow and diversify night time activities.

Gathering stakeholder input, research, data, surveys and maps will help guide the strategy by understanding the specific characteristics of, and potential for, the borough and its high streets at night. Building an evidence base also establishes a baseline condition against which impacts of the strategy's actions can be measured.

Reviewing existing research and assessing the quality and reliability of available data will help identify gaps in knowledge and determine where further research is required.

Sources of existing research and data that could be useful include:

Local authority databases

- Borough demographics
- Licensing policy & Cumulative Impact Zone (CIZ) studies and supporting evidence bases
- Licensed premises
- Noise complaints
- Streetlighting
- Public toilets
- Public realm amenities, including seating, bins, drinking fountains, and maps/information points
- Highways and parking, including timed restrictions and Blue Badge bays
- Waste collection and street cleaning schedules

GLA resources

- London Data Store/London Night Time Observatory
- London at Night: An Evidence Base for a 24-Hour City
- Cultural Infrastructure Map

TfL

- Entry/exit Oyster card data
- Bike share data
- Route maps and schedules

Metropolitan Police

- Crime – number, type, location
- ASB reports
- Policing boundaries

Ambulance service/hospital

- Admissions to A&E
- Ambulance call-outs

Community group and NGO

- Accessibility groups, such as AccessAble's data on venue accessibility
- Street warden/safe haven data
- Homeless charities' data

BIDs

- Footfall counts
- Market research
- Employment and business data

Private businesses

- Usage, footfall, patronage
- Consumer spending patterns
- Jobs and pay

Academic institutions

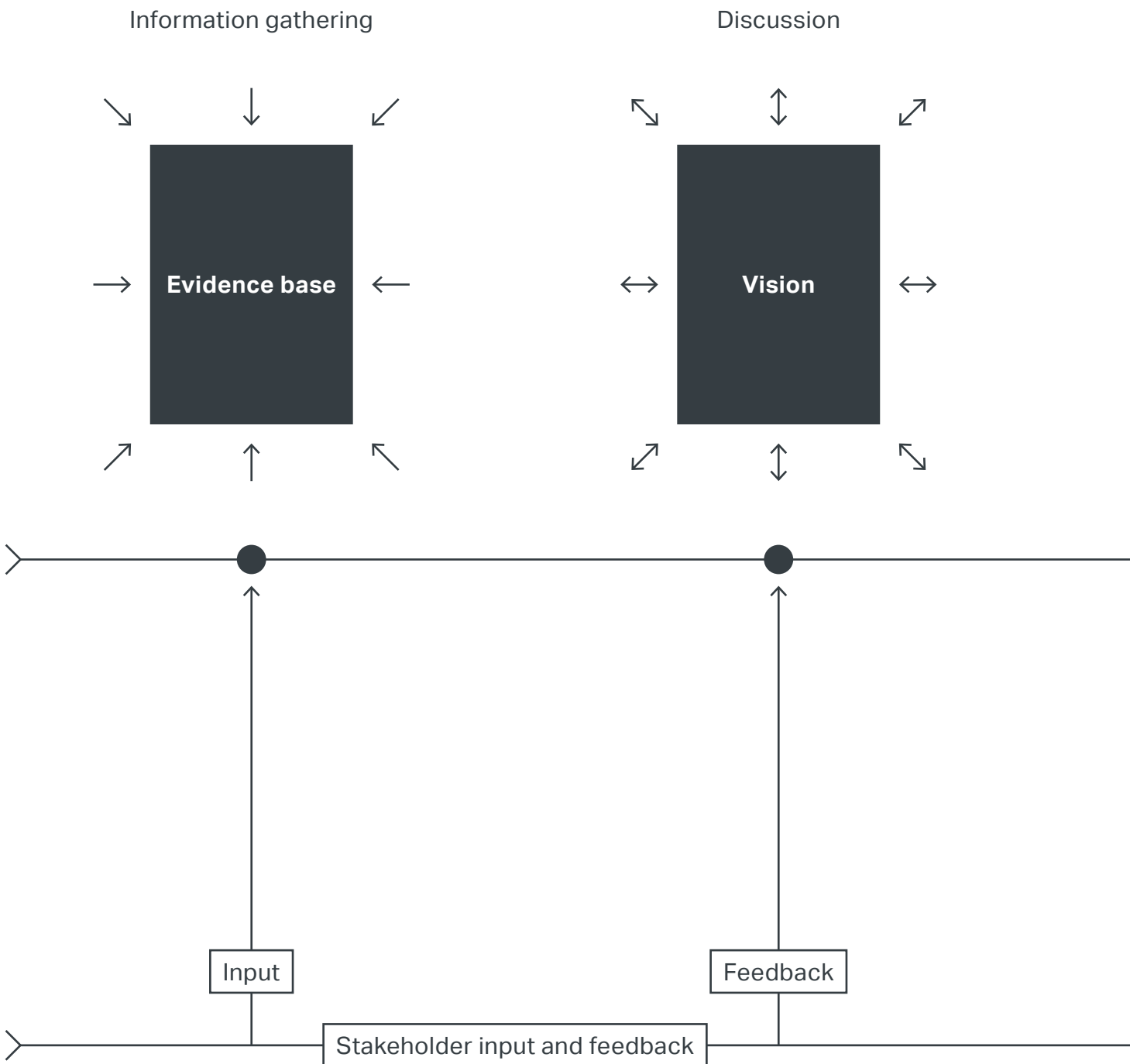
- UCL Urban Lab (women's night safety, LGBTQ+ communities, night workers, migrant communities)

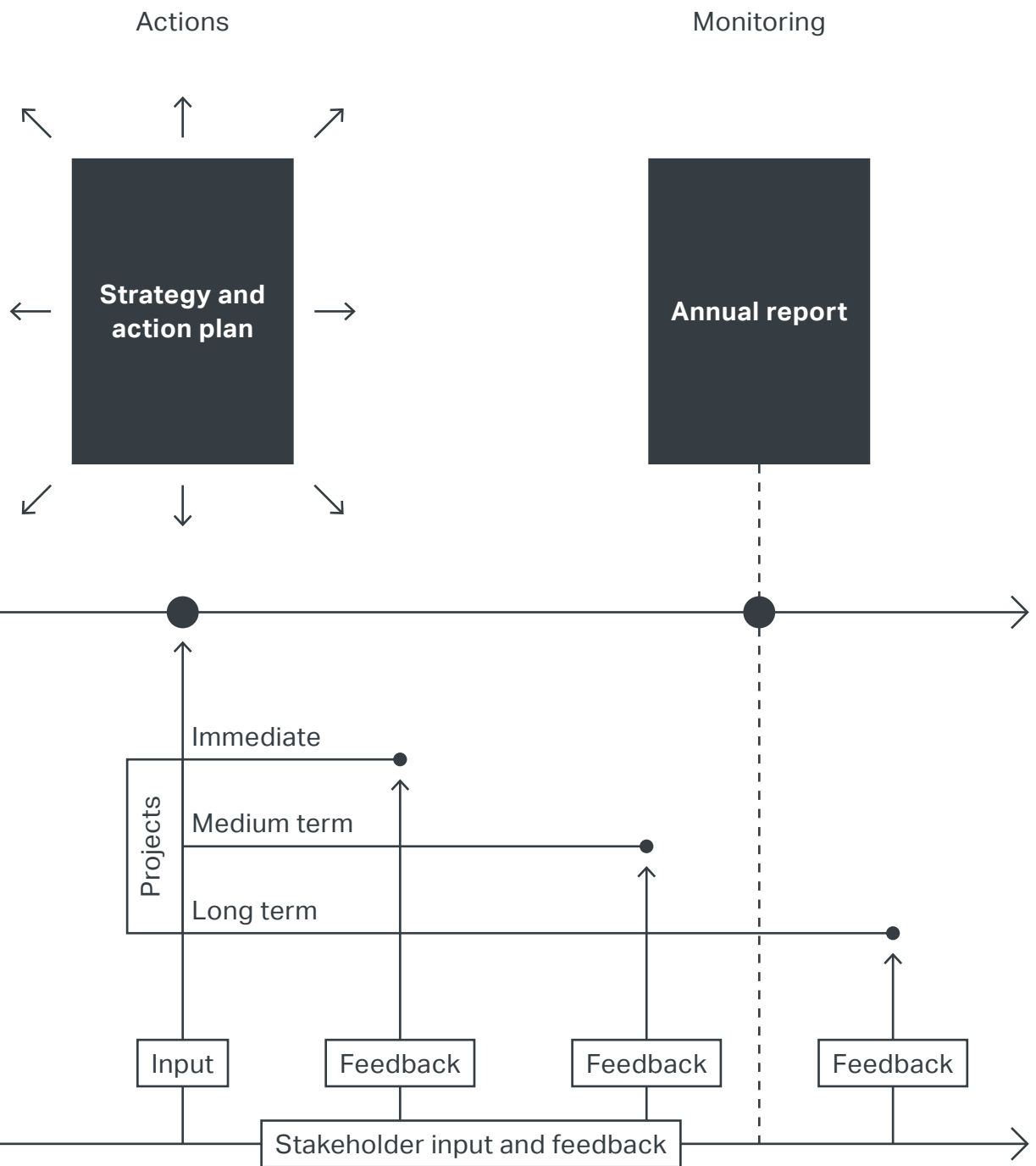
 Follow this link to the London Night Time Data Observatory

Stage 1: Project inception

Establish a high level timeline

Establish a high level timeline that outlines timeframes for the delivery of key outputs. Share the timeline and key milestones with stakeholders, indicating when and where they will have opportunities to feed into the process. Include time for stakeholder feedback on projects implemented.






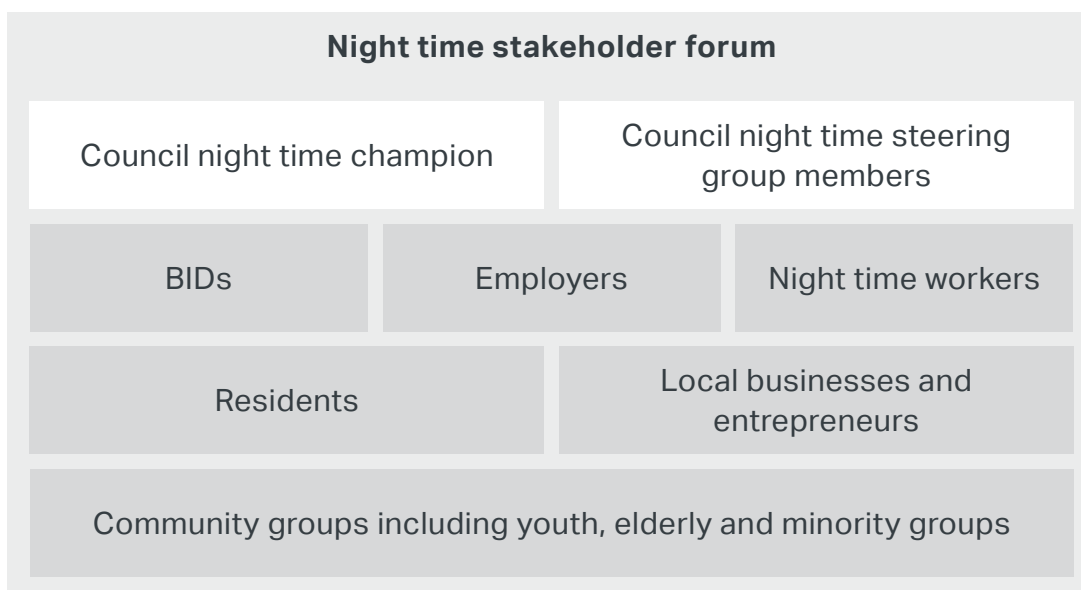
Stage 2: Establishing a baseline and building an evidence base

Set up a night time stakeholder forum

Surveys conducted for the GLA report, London at Night, revealed Londoners' top five priorities for night time in the city to be: more police visible in public; better street lighting; improved night time transport; more free and low cost activities; and more services available at night, such as banks, GP surgeries or libraries. The responses demonstrate that Londoners have a wide range of priorities, from public realm connectivity and lighting to later opening of essential services.

Local authorities are encouraged to work with partners to engage a broad range of stakeholders that can help establish priorities specific to their borough, its high streets and different communities. As a first step, setting up a night time stakeholder forum will help establish a broad network of stakeholders who meet regularly. Engaging representatives from different groups in a formal forum helps raise the profile of night time issues and nurture a spirit of open communication and partnership-working from the outset.

 See Part 2 for precedents: Night Owl Committee, Paris, page 74; Brixton Night Forum, Lambeth, page 98



Stage 2: Establishing a baseline and building an evidence base

Engage stakeholders

Building upon the networks established through the night time stakeholder forum, boroughs are encouraged to conduct wider resident and business surveys to help ascertain priorities specific to their borough, high streets and communities.

Using various engagement methods, including surveys, roundtables (virtual and in-person), focus groups, and night walks will help gather input and feedback from the broadest cross-section of communities possible.

Boroughs should frequently review who and which groups have not engaged so far, and why, and should actively seek to engage night workers, under-represented and minority groups. A nuanced and intersectional approach will help bring a rich range of voices to the table, and highlight community assets, challenges and opportunities that could have been overlooked. Boroughs should actively encourage people with disabilities, families, children, youth, elderly, LGBTQ+ communities and minority ethnic groups to take active roles in shaping the future of their borough at night.

The Night Time Enterprise Zone pilot project in Walthamstow delivered a variety of business and community engagement events to inform their programme of high street activities. Their engagement methods included night walks, online surveys, focus groups and roundtables. The council also organised activities specifically designed to engage with older residents, minority groups, residents with health and mobility issues, and younger residents with special education needs, and their carers. A focus group that brought together resident groups and businesses was also established, which allowed supply and demand of night time activities and services on the high street to be assessed side-by-side. The focus group gave businesses the opportunity to hear the concerns and aspirations of local residents, and residents were given the chance to shape the programme of activities on their local high street.

Stakeholder engagement could be structured around identifying and characterising the borough's town centres. This could include identifying existing strengths, unique characteristics and assets, existing challenges and barriers to participation. Stakeholder engagement should also explore the aspirations of different groups, exploring opportunities, priorities, and demand for different types of activity during the evening and night.



Conducting stakeholder engagement on site at different times helps stimulate discussion and elicit more focused feedback. It can also highlight differences between preconceptions and direct experiences of an area, and allow complex issues to become more tangible.

Stage 2: Establishing a baseline and building an evidence base

Engage stakeholders

Inviting a range of stakeholders to discuss and reimagine places in situ can be an important step towards establishing partnership working, and a sense of shared responsibility and stewardship. It can also help forge more open communication to help find common ground and resolve conflicts, and make stronger links between supply and demand of activities and services.

Discussions should cover a broad range of topics relating to the public realm, communities and the night time economy. Specialist consultants could be engaged to help facilitate discussions on site and analyse issues raised.

-  See Part 2, pages 76 to 81, for precedents for stakeholder engagement, including walks, focus groups, events and digital tools
-  See Part 2, pages 28 to 29, for precedents for co-designed public spaces and lighting

Stage 2: Establishing a baseline and building an evidence base

Research the night time economy

Gather data about the night time economy of the borough and its town centres, including its value and job numbers across different sectors.

Sources of information could include:

Local authority databases

- Licensed premises
- Land use maps
- Opening hours data

GLA resources

- London at Night
- London Data Store/London Night Time Observatory


BIDs

- Footfall counts
- Market research
- Employment and business data

Private businesses

- Usage, footfall, patronage
- Consumer spending patterns, including mobile phone and credit card data
- Jobs and pay

Local authorities should refer to the GLA's 'Smarter Cities Together' for best practice and standards of ethics related to data collection and use.

 Follow this link to the London Night Time Data Observatory

Stage 2: Establishing a baseline and building an evidence base

Conduct spatial surveys

The physical layout and design of the public realm plays a critical role in shaping and supporting the night life of an area. It can help facilitate activities and nurture a sense of shared ownership and stewardship. It can, however, also become a barrier to participation and make night time activities seem inaccessible by appearing unwelcoming, unsafe and difficult to navigate. The public realm is often the place where we socialise, meet new people and feel part of the local community, but also where conflicts can arise and people feel vulnerable or excluded.

Understanding an area's spatial characteristics, and how they change from day to night, is an important component of a night time strategy's evidence base. Engaging urban designers, lighting designers, night workers, street managers and a representative range of different users in identifying and recording an area's spatial characteristics is important to help interpret where and how spatial conditions could be improved for different groups.

Legibility

The legibility of streetscapes plays an important role in shaping people's experience of, and movement through, the public realm. Visual cues help people create a so-called 'mental map' of an area, which allows them to find their way around intuitively and feel more comfortable, even if they are new to the area.

Townscape features visible by day – such as spires on the skyline and street level landmarks – can disappear or become obscured after nightfall. This can leave people feeling uncomfortably lost and disoriented and, consequently, vulnerable and insecure.

After dark, the legibility of the public realm is largely determined by artificial lighting. After-dark legibility should be analysed, and comparisons made with daytime conditions. This will help understand how the visual hierarchy, coherence and character of spaces shift between day and night, and how these relate to after-dark navigation and defining areas of evening and night time activity.

Components of a 'mental map', as defined by urban theorist Kevin Lynch in his influential book, *The Image of The City*, include:

- Paths, such as important pedestrian routes, high streets and night bus routes
- Edges, which serve as linear landmarks and could include highways, waterways or railways lines
- Districts, or character areas
- Nodes, such as street corners, transport hubs and meeting places
- Landmarks, which serve as common and familiar points of reference

Widths of streets and vistas along them should be assessed, in situ, to understand how the existing townscape aids or hinders intuitive navigation towards areas of evening and night time activity and transport interchange. This will help identify areas for improvement where, for example, lighting, decluttering or wayfinding could be improved to create a clearer 'mental map' of evening and night time clusters of activity and transport, and their interconnections. Similarly, opportunities to sensitively illuminate landmarks on the skyline could be identified to help people orient themselves after nightfall.

Sensory experience

Surveying both perceived and measured characteristics of sound and artificial light helps build a holistic understanding of the sensory experience of routes and spaces at night. Sound, light, and also smell can greatly enhance the character and perception of vitality and security in the public realm but, equally, can create nuisance and pollution if they are not designed and managed carefully.

Perceptions of the volume of sound and brightness of light are highly contextual and relative. The same measured volume of sound or brightness of light can be perceived very differently in different contexts, and the qualitative or spectral characteristics of sound and light also change their perceived loudness or brightness. Perceptions also vary from person to person, with different age groups and those with sensory impairments or particular sensitivities experiencing light and sound differently. It is therefore important to assess light and sound from a qualitative or perceived perspective, as well as from a quantitative or measured one, engaging those with sensory impairments or sensitivities, alongside experienced lighting designers and acousticians.

Lighting designers can help to analyse and interpret perceptions of brightness, darkness and character alongside measured quantities of light. It is important to note that perceptions of brightness often do not align with measured light levels. Applying British streetlighting standards alone is unlikely to create a legible and characterful after-dark streetscape.

Transport networks and amenities

Mapping existing transport networks and their use by workers, visitors and residents at different times of the evening and night can help identify gaps in provision and scope for improved connectivity.

Different user groups, including those feeling unsafe going out in London at night, should be directly involved in mapping movement patterns.

Surveys and maps could include:

- Pedestrian routes
- Routes connecting civic amenities for different user groups
- Accessible, pushchair and wheelchair-friendly routes and stations
- Cycle routes and parking
- Underground and overground train stations
- Bus routes and stops
- Taxi routes and ranks
- Private hire routes and offices
- Wayfinding totems, and digital and physical maps
- Public toilets and Changing Places toilets
- Seating, bins and drinking fountains

Stage 2: Establishing a baseline and building an evidence base

Conduct spatial surveys

Land uses

Identifying the mix and distribution of land uses, particularly in town centres, is important. It builds an understanding of the existing facilities and venues, their type, variety and scale, and how they are distributed. This can help identify opportunities to complement and enrich the mix across the borough and address gaps in provision for different stakeholders.

Land uses should be broken down to identify different types of commercial use, as well as more unique and mixed uses, as these will have an impact on activity in the adjacent public realm. With the overhaul and simplification of use classes introduced in September 2020, mapping town centres in finer grain will be important for building a nuanced picture of a place's character and attractiveness to different audiences, revealing where clusters of uses could be developed.

Once developed, a land use map or other record could form part of a live database, co-created and kept up-to-date by landowners, businesses and tenants. It could be used both as an evidence base tool and an information and marketing resource, providing a useful night map of venues and facilities in the borough. The map or record would also be a valuable tool for strategic land use planning and masterplanning.

Frontages

Active street level uses and illuminated building frontages play important roles in animating streets and spaces after dark. Active uses that are visible from the street also provide natural surveillance.

Dark, inactive, shuttered and blank frontages can break the rhythm of activation along a street, compromise the legibility of the streetscape and contribute to perceptions of streets and spaces feeling dark, deserted and unsafe.

Identifying good and bad examples of building frontage design and lighting can help illustrate to businesses the importance of their contribution to the streetscape, particularly after dark. The layout, type and design of shop windows, canopied areas, entrances and outdoor seating can influence the legibility, wayfinding, and perceptions of character, vitality and security in the public realm.

Stage 2: Establishing a baseline and building an evidence base

Research patterns of use

Understanding existing patterns of use from day to evening to night is crucial in identifying where pressures, demands and opportunities lie. Evidence on use patterns can help inform decisions about opening hours, licensing, events, and highways and building servicing schedules. It helps establish priorities for public realm improvements, lighting, policing and street cleaning. It can also reveal the most appropriate locations for amenities such as toilets, bins, wayfinding signage, parking, servicing and transport stops.

Research into patterns of use also provides useful information for businesses. For example, the City of Sydney overlays hourly footfall data with surveys of the number of premises open at any one time. This helps identify potential opportunities for local businesses to capitalise on footfall peaks, and incentivise them to extend their opening hours by trialling new events and activities in the evenings.

Local authorities and business groups could engage specialist researchers and night time economy experts to help build a picture of use patterns, and make recommendations based on findings.

 Follow this link to the London Night Time Data Observatory



Stage 2: Establishing a baseline and building an evidence base

Publish the evidence base

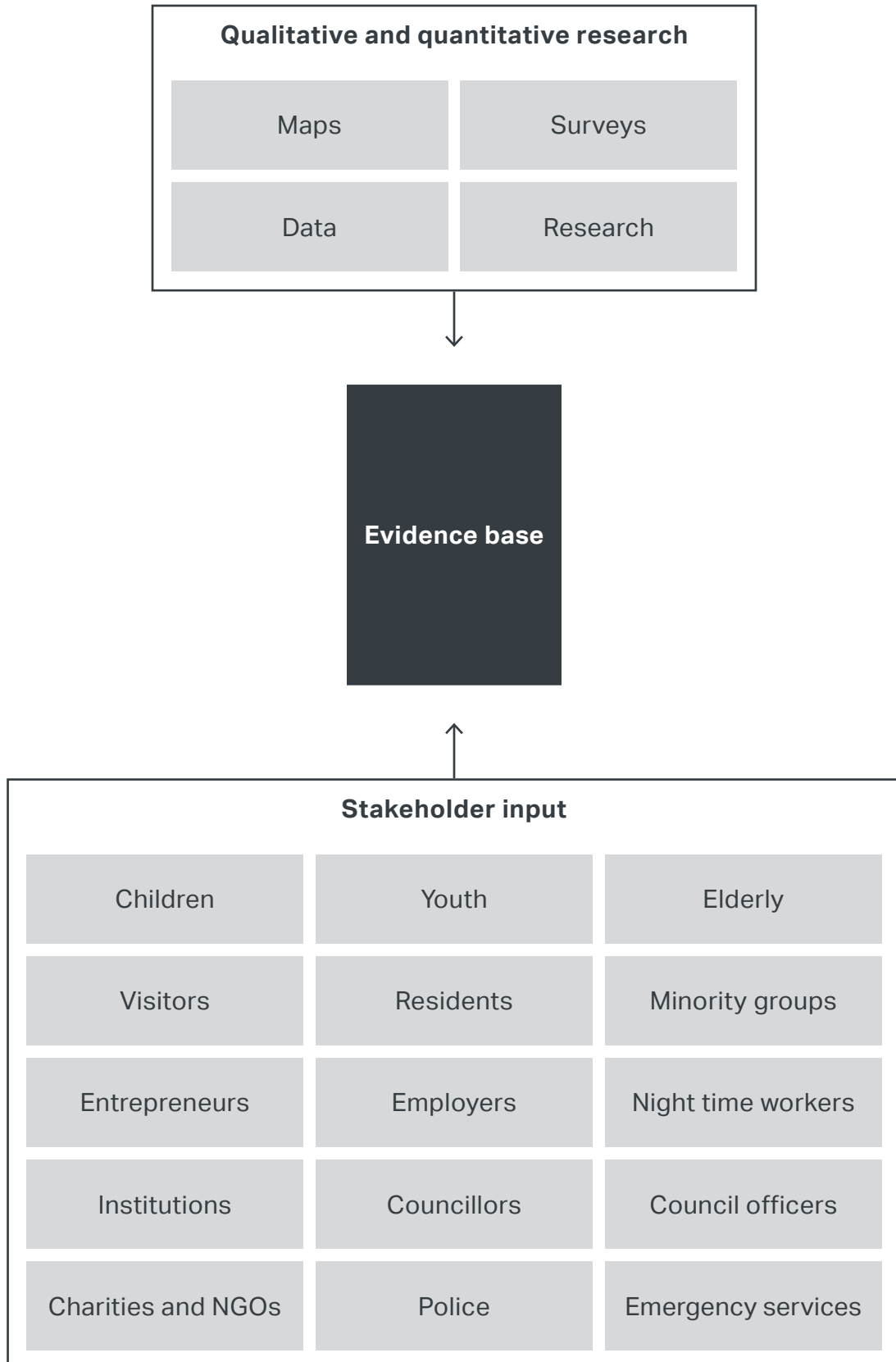
Publish the evidence base, collating and summarising the research, data, knowledge and ideas gathered about the borough's night time activities, character, strengths and challenges. The evidence base is critical to defining the strategy's priorities and opportunities. It also forms the baseline against which the impact of the night time strategy initiatives can be assessed.

Boroughs should draw directly from the evidence gathered to provide an overview of the borough's existing night time character, articulate its positive and unique characteristics, and summarise challenges and barriers to participation for all user groups.

Opportunities and priorities should be rooted in the borough's character and should reflect identified demand. These could be split between overall borough-wide opportunities and high street-specific ones. Grouping opportunities across themes covering public realm, communities and the night time economy will help establish and promote a holistic and balanced approach from the outset.

The evidence base should highlight and celebrate existing assets and characteristics valued by different communities, including overlooked and unseen aspects of the borough's night life.

Quotes and photographs taken during night walks, roundtables and surveys are useful to include as illustrations of the challenges and opportunities identified by different stakeholders.



Stage 3: Creating a shared vision and objectives

Develop a draft vision

The night time strategy steering and delivery group and night time stakeholder forum should work in partnership to develop a draft vision for the borough at night. The council's night time champion will be key to ensuring ongoing dialogue between council officers and wider stakeholders via the forum.

The vision could be articulated through a set of overarching objectives and principles that balance economic, social, cultural and public realm aspirations. The vision should make clear how the evidence base and stakeholder input lead to the final principles and objectives.

The objectives should be aspirational and inspiring, but also realistic and tailored to the strengths, weaknesses and demands identified in the evidence base. Each draft principle or objective could be elaborated upon with examples of how they might be realised.

Securing buy-in from the night time strategy steering and delivery group and night time stakeholder forum at this point will be critical to building confidence and consensus around the borough's vision. It will also help establish open lines of communication, and nurture partnerships working towards shared goals.

The objectives should address a range of ways to make the borough safe, inclusive and attractive to a diverse demographic, and the roles that the local authority and partners can play in supporting evening and night time social, economic, cultural and public life.

London's diversity is one of its greatest assets. Engaging people from different faiths, nationalities and backgrounds will help enrich the vision for the borough at night and ensure it represents and appeals

to its different communities. Engaging women, older and disabled Londoners will be critical to ensuring issues around safety and barriers to participation are addressed to make the borough's night time activities accessible and attractive to all.

Principles and objectives should address:

- **specificity of place** – the borough overall and broken down into its different high streets and character areas, and how the character of each could be protected and/or enhanced
- **partnership working** – between the council, local businesses, workers and community groups
- **amenities for night workers** – supporting their wellbeing and quality of life
- **breaking down barriers to participation** – creating options to enjoy evening and night time activities and social life, regardless of socioeconomic circumstance, age, gender, sex, ethnicity or disability
- **celebrating, protecting and enhancing existing assets** – particularly those valued by local communities, including less visible, underserved and minority groups
- **creating clusters of activity** – creating ecosystems of complementary activities and uses, within walking distance of each other
- **bridging day, evening and night time uses** – curating different times of the evening and night time in a more nuanced, finer grain way that is specific to place and caters for different user groups

Stage 3: Creating a shared vision and objectives

Consult on the draft vision

The draft vision should be published and consulted upon. This draft could be presented as a night time strategy discussion paper, which invites feedback through a public consultation.


The discussion paper should summarise the key findings of the evidence base that have informed the draft principles and objectives. Making the document accessible and easy to read, and including imagery that represents and appeals to different audiences, will help encourage different people to offer their feedback and ideas.

The discussion paper should be distributed widely to promote a holistic and inclusive discussion on the vision for the borough at night.

It could include:

- a summary of the evidence base, providing a snapshot of the borough's existing night time activities in their various forms, and the issues and opportunities that have emerged
- a summary of the stakeholder engagement undertaken so far, including quotes from stakeholders
- a clear set of draft overarching principles and objectives that will guide the night time strategy's actions, supported by a series of initial ideas for what those actions might be
- questions for consultees to address in their response, the answers to which will help steer the strategy's priorities
- various ways people can offer their feedback on the paper, along with any further comments and suggestions
- next steps, with an outline timeline for the consultation period and development of the night time strategy

Consider commissioning photographs of the borough at night to help illustrate the breadth of issues and different audiences that the night time strategy will address, and encourage thinking about night time broadly and holistically.

 Follow this link to page 52 for examples of draft visions, or 'discussion papers', developed in New South Wales, Australia

Stage 3: Creating a shared vision and objectives

Publish the vision

Work with key stakeholders from the steering and delivery group and night time stakeholder forum to refine the vision, based on responses to the discussion paper.

Publish and celebrate the launch of the vision as a key milestone in establishing the borough's collective aspirations for its night time, and the overarching objectives that a future strategy will work towards. Articulate the monitoring processes that will be put in place to track the progress of the future strategy, and highlight the potential development and delivery partners involved.

Stage 4: Developing a strategy and action plan

Draft the strategy, identifying potential projects and delivery partners

The night time strategy should outline actions, initiatives and processes to be implemented both borough-wide and in specific places to achieve the objectives of the vision.

These could include proposals for partnerships, policies and discrete short, medium and long term projects. Partners to help deliver the actions should be clearly identified.

Proposals could address:

Communities, planning and governance

- maintaining engagement with the strategy through the night time forum
- establishing a 'night test' for all existing and new policies, planning strategies and reviews
- developing principles for strategic land use planning to nurture evening and night time uses, identify opportunities for growth, and create new clusters, such as cultural quarters
- encouraging and supporting businesses wanting to experiment with nested, mixed and extended uses by adopting a more streamlined, flexible and case-by-case approach to planning and licensing approvals
- developing public health and wellbeing campaigns, such as alcohol awareness and promoting the importance of good quality sleep
- establishing a distinct identity for the night time strategy and related initiatives, with dedicated resources, e.g. through website pages and unified language across council departments
- introducing crowd-sourced, open source data and engagement platforms that facilitate ongoing discussion, feedback and ideas
- establishing reporting and monitoring mechanisms to assess progress towards the strategy's objectives

▶ See Part 2, page 69, for a chapter of guidance, precedents and case studies relating to communities, planning and governance

Public realm and environment

- improving access to interior and rooftop public spaces, and green spaces after 6pm
- integrating infrastructure for evening and night time uses into new public realm schemes, such as adaptable lighting and events power
- ensuring amenities are available at night, including seating, bins, drinking fountains, and public toilets and Changing Places facilities

Stage 4: Developing a strategy and action plan

Draft the strategy, identifying potential projects and delivery partners

- a borough-wide lighting strategy or town centre lighting strategies
- highways strategies, including parking, loading, drop-off and timed access
- urban design and public realm improvement projects that support evening and night time uses, and enhance the distinctive character and identity of town centres
- promoting safe walking routes and spaces with clear wayfinding, good lighting, active frontages, and clear sightlines towards nodes of activity

▶ See Part 2, page 9, for a chapter of guidance, precedents and case studies relating to the public realm and environment

Civic and public life

- producing and hosting community events
- providing borough-wide infrastructure for community events
- exploring opportunities for public art after dark
- improving access to sensitively-lit and safe play spaces after 6pm
- extending the opening hours of council premises, such as community and leisure centres, libraries and sports facilities

▶ See Part 2, page 45, for a chapter of guidance, precedents and case studies relating to civic and public life

The night time economy

- piloting activities through events and festivals to test their potential and assess demand
- working with developers and landlords to activate vacant premises with evening and night time uses, offering affordable opportunities to local start-ups, creatives and community groups
- developing toolkits to help guide businesses through planning and licensing processes and providing advice/resources for marketing
- pursuing and creating funding opportunities, grants and incentives to help nurture more diverse activities
- exploring opportunities to encourage and facilitate later opening hours
- initiatives to help train and support businesses in diversifying their activities and implementing best practice

▶ See Part 2, page 105, for a chapter of guidance, precedents and case studies relating to the night time economy

Social responsibility and management of the night time economy

- working with night workers and employers to come up with initiatives that improve their wellbeing and safety
- working with BIDs, the local police, charities and community groups to explore options for street warden and safe haven initiatives for busier areas and times of the week
- implementing strategies to reduce rough sleeping and help look after homeless people, working in partnership with charities
- establishing best practice among businesses to create inclusive environments where women, disabled people and minority groups feel safe, welcome and well represented
- managing conflicts between residents' right to sleep and excessive sound generated by night time activities through, for example, streamlining reporting and establishing best practice

▶ See Part 2, page 93, for guidance, precedents and case studies relating to social responsibility and the management of the night time economy

Stewardship and public-private interfaces

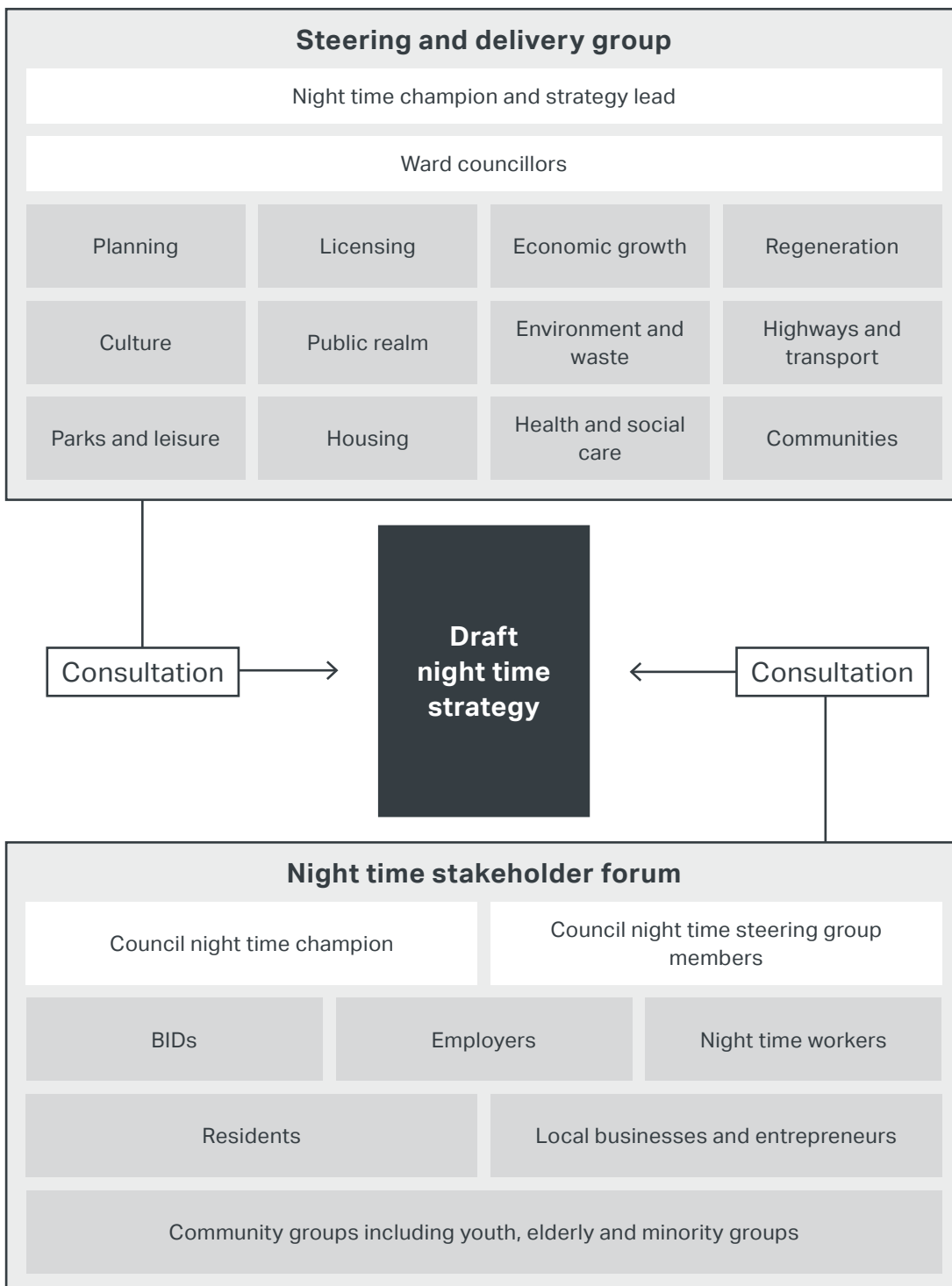
- developing best practice design principles for privately-owned lighting, building frontages and streetside dining areas
- consolidating and rationalising deliveries and waste collection, and advocating best practice to minimise the impact of these activities on residents' amenity
- identifying locations for evening and night time temporary uses that help transform underused and unloved areas, and support night time businesses and communities

▶ See Part 2, page 127, for a chapter of guidance, precedents and case studies relating to stewardship and public-private interfaces

Stage 4: Developing a strategy and action plan

Discuss the draft strategy and potential projects with key stakeholders and delivery partners

Consult on the project proposals with the council's night time steering and delivery group and the night time stakeholder forum, and refine them in collaboration with delivery partners.




Stage 4: Developing a strategy and action plan

Publish the strategy and identify projects in an action plan

Publish the night time strategy. Identify and clearly list out or tabulate the projects and actions to set out what the action is, who is responsible for delivering it and in partnership with whom, and by when. Projects and actions could be grouped by, for example, the objective they support, or whether they are borough-wide or specific to a particular area.

The strategy should also establish the mechanisms through which existing and future council policies and strategies are reviewed through a 'night test', where their impacts on the borough's culture, sociability, community wellbeing and economy at night are assessed. These internal measures will help councils pool resources efficiently and capitalise on opportunities where workstreams from other strategies can feed into and support the delivery of the night time strategy.

 Follow this link to page 52 for examples of action plans developed in New South Wales, Australia

Workstream	Action description	Internal leads and external partners	Borough-wide or area-specific	Timeframe

Example of the format an action plan could take to set out the delivery of the night time strategy



Successfully establishing the 'night test' for all new policies, strategies and projects will help integrate night time strategies with existing workstreams

Stage 4: Developing a strategy and action plan

Launch, promote and implement the strategy

Launch and promote the strategy both within the council, among officers and councillors, and outside, among wider stakeholders and communities. Ensure the stakeholders and consultees involved in co-creating the vision and strategy are engaged to help celebrate its launch and drive its implementation.

The night time stakeholder forum will play an important role in communicating the strategy's objectives, helping to build support and momentum behind its implementation, and securing partnership funding for projects.


The launch of the strategy could be supported by evening and night time community events that exemplify the principles of the strategy, promoting diversity, inclusion and culture-led activities. Businesses could be encouraged to open later during the launch event to capitalise on increased footfall and explore how their activities could be extended and diversified into the evening and night.

Stage 5: Monitoring and reviewing progress

Collect data and feedback and meet quarterly to review the action plan

Building upon the information gathered for the strategy's evidence base, data and feedback should continue to be collected for use in monitoring patterns and any changes in the borough's night time character, and perceptions thereof. Data and feedback will help assess the effectiveness of the strategy's initiatives over short, medium and long terms.

The council's steering and delivery group and the night time stakeholder forum should meet quarterly to discuss progress and provide feedback and lessons learned on actions implemented. This also provides an opportunity to refine, propose and test new ideas to implement.


 Follow this link to the London Night Time Data Observatory

Stage 5: Monitoring and reviewing progress

Publish annual reports

Publish annual reports that illustrate the current scale and character of the borough's night time activities and allow for comparisons to be made year on year, tracking the evolution of the borough at night. Reports should include progress on the strategy's actions, and lessons learned.

Coordinate reporting and data formats with the GLA's London Night Time Observatory. Share lessons learned, and examples of innovation and best practice, with other boroughs.

 Follow this link to the London Night Time Data Observatory

Examples of night time strategies

The cities of Sydney, Parramatta and Newcastle in New South Wales, Australia, have all published night time strategies in recent years. Sydney, in particular, has experienced the negative impacts that a reactive approach to regulating night time activities has had on the city's social, economic and cultural life at night. A 2019 report by New South Wales' Joint Select Committee on Sydney's Night Time Economy cited a 2019 report by Deloitte Access Economics, which estimated that Sydney's night time economy was underperforming by AUS\$16bn a year as a result of the lockout laws introduced in 2014. Reduced pedestrian traffic, patronage, turnover and staffing were identified as contributing factors. It also showed that the laws had significantly stunted the growth of non-licensed small businesses, including those in food and accommodation sectors.

Sydney, Parramatta and Newcastle have developed proactive, partnership-led night time strategies that have helped shift the narrative about night life and safety in their cities. These case studies illustrate the processes, partnerships, projects and strategies these local authorities have undertaken to regenerate and diversify their evening and night time activities.

Their strategies have been preceded by extensive consultations and the publication of discussion papers to inform the strategies, policy changes and actions introduced. They are notable for their response to the challenges that they have faced. The key lessons from these examples are as much from the processes that preceded the adoption of their strategies as from the events, funding and policies set out.

The City of Sydney has demonstrated a commitment to extending opening hours for unlicensed premises to help diversify the types of activities taking place in town centres at night. They provide good examples of how data and grants can help incentivise businesses and diversify the city's night time appeal.

The City of Parramatta provides good examples of the ways in which consultation and community engagement can be conducted through a range of channels, and in different languages, to ensure a broad representation of views are integrated. These responses help contribute to a rich and nuanced evidence base that is grounded in place- and community-specific contexts. Parramatta also demonstrates how local authorities can help support businesses wanting to include music events as part of their activities, and establish night time festivals as regular events.

The City of Newcastle's strategy is underpinned by a nuanced understanding of how different times of the evening and night time serve and appeal to different audiences, and the opportunities and challenges associated with each. The strategy emphasises the importance of safety in creating a vibrant and inclusive night time environment and developed the 'Walk Smart' initiative, which establishes strategic night time walking routes.

More information about some of the initiatives and consultation methods that these cities have implemented can be found in the Part 2: Guidance, precedents and case studies.

Case study: Sydney

Diversification · Extended opening hours · Small scale venues

The City of Sydney, Australia, has carried out extensive research and produced a comprehensive suite of documents relating to night time in the city, which is available on their website. These include research papers, consultation reports and the 'OPEN Sydney' night time 'Strategy and Action Plan', alongside supplementary documents such as the 'Low Risk Arts and Cultural Venues' and 'New Ideas for Old Buildings' reports. More recently, the 'Community Recovery Plan' for economic and social recovery post-COVID was released in June 2020, with one action area focused on promoting night time activities as the city exits lockdown.

A public consultation informed the refinement of their Open and Creative City strategy and identified three key regulatory reforms:

- 1. A diverse evening economy:** Making it easier for shops and businesses to trade in Central Sydney and the village centres from 7am to 10pm, 7 days a week.
- 2. More small-scale cultural uses:** Making it easier for small-scale cultural uses to take place in existing buildings.
- 3. Fair management of entertainment sounds:** Protecting live music and performance venues and encouraging fair management of any potential conflicts.

Responding to the findings of a 2018 consultation of 10,000 people, the City of Sydney has updated planning policies to allow for later opening hours and encourage more diverse and evenly distributed night time activities.

One of the most radical policy changes allows 24-hour trading across the city centre for unlicensed businesses. The extended trading hours will apply to unlicensed shops, such as bookstores and clothing shops, and businesses including gyms, dry cleaners and hairdressers. This will allow them to trade for up to 24 hours a day in the city centre and other busy inner-city areas, until 2am on village high streets, and until midnight in other areas. The new hours will only apply if patrons enter and exit the premises from a main street and not a laneway or residential area.

Licensed venues that host performances will be permitted an extra hour of trading on nights when they provide at least 45 minutes of performance. This is to encourage businesses to host performances and further diversify night time activities.

New late night trading areas will also be established in some of the city's fastest-growing neighbourhoods. The city has proposed a new 24-hour trading area with an arts, cultural and entertainment focus in a heritage warehouse precinct. The area's industrial character, proximity to existing and future public transport services, and distance from residential areas make it ideal for live performance, creative and cultural uses.

By allowing later trading hours for unlicensed businesses, the city hopes to attract a wider range of people out at night for different activities, helping to create a more balanced and diverse night time economy. They also hope that more flexible, later opening hours will help reduce issues such as crowding and queuing at existing hotspots, which can cause disturbances and conflicts with residents.

The city has been monitoring businesses' engagement with the extended opening hours scheme, recording the numbers and types of businesses applying to stay open later in each town centre, and how much longer they are staying open. Between July and December 2019 there was a 21% uptake of the scheme by various businesses, including those in hospitality, retail, services, entertainment and fitness sectors.

The Community Recovery Plan cites events and programming such as the Vivid Sydney lighting festival as crucial to stimulating the recovery of the tourism industry in the long-term. More immediately, the city is generating domestic forms of tourism by encouraging businesses to stagger their employees' work hours, ensuring the city-centre and commercial districts are active at different times of the day into the evening and night.



Sydney's Discussion Paper and Strategy and Action Plan are available on their website ·
Images: City of Sydney

Case study: City of Parramatta

Proactive planning · Growth · Engagement

Parramatta is a city with a population of around 250,000 on the outskirts of Sydney, Australia, and is set to host the region's second Central Business District (CBD). The city is attracting a large amount of public and private investment, with plans for four new universities and its population expected to double over the next twenty years.

The city has a relatively small night time economy (1/6 the size of Sydney's) and has experienced problems with crime and anti-social behaviour. In 2015, the council decided to take a more proactive approach to developing its night time and address the challenges and opportunities that an increase in population would bring.

A discussion paper was developed as part of an extensive engagement and scoping exercise, which sought to involve as broad a cross-section of the city's residents as possible in an open and frank discussion about Parramatta at night. Various engagement methods were used. These included quick 30-second responses, online surveys, night walks, surveys in the public realm at different times of the evening and night, focus groups and engagement events.

The engagement team reported that more honest and forthright responses were typically received when engagement took place in situ. They engaged urban designers and lighting designers to accompany council officers on educational and discursive night walks, pointing out problems relating to public realm design, helping analyse and unpick issues, and recommending improvements. These night walks helped highlight the importance of considering the entirety of a person's experience, and how they get from one place to another after dark. They emphasised the need to consider a broad context on design projects, rather than designing in silos.

With half of Parramatta's residents being born overseas, 72% speaking a language other than English at home, and 10% not speaking English well or at all, the discussion paper was produced in different languages to encourage all communities to participate. Similarly, focus groups were held in different languages. The discussion paper received 1600 responses and 70 formal submissions.

The night city framework makes clear links to other city strategies and objectives. It seeks to enhance the distinctiveness of Parramatta's different neighbourhoods and communities and is structured around six main focus areas, including; local planning controls and development processes; incentivising the diversification of night time activities; urban design that

supports community safety, creates exciting places and encourages passive surveillance and increased dwell time; building upon the city's strong food and sporting culture to create a night time destination; working with the community to minimise crime and anti-social behaviour; and advocating for policy reform at state government level to help unlock the CBD to more diverse uses, and streamline planning and licensing processes.

38 out of 41 of the council's departments have been involved in developing the framework, and the city is now recruiting a full time project manager to oversee the delivery of its actions.

Parramatta's documents are clearly structured, easy to read, and use language and imagery that appeal to a diverse audience.



Parramatta's Discussion Paper and Strategy and Action Plan are available on their website · Images: City of Parramatta

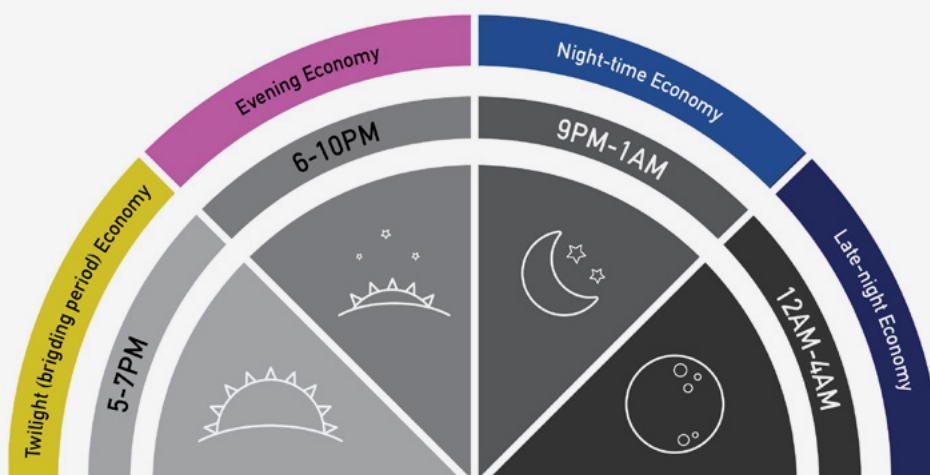
Case study: City of Newcastle, NSW

Research-led · Segments of night time

Newcastle is a state in New South Wales, Australia, with a population of around 322,300. It was the first state to introduce lockout laws in 2008. This saw various restrictions introduced for night time venues, including opening hours being reduced from 5am to 3:30am in the central business district, no entry to venues allowed after 1:30am, and no 'shots' of alcohol served after 10pm. It is only now beginning to recover from the negative impacts this had on the area's night time economy.

After introducing such a significant new policy in 2008, Newcastle attracted numerous academic researchers, keen to analyse the impacts of the lockout laws. This resulted in a broad and extensive evidence base informing the Newcastle After Dark strategy in 2018.

Academic writers, including Franco Bianchini and Ken Worpole, influenced an approach to night time that considers both temporal and spatial aspects. One of the distinctive features of Newcastle's strategy is the segmentation of night time into 'twilight', 'early evening', 'night-time' and 'late-night' economies. The strategy looks specifically at the thresholds between these segments, where different user groups overlap. They are identified as rich times of mass participation during which conflicts but also creative opportunities can arise. These times are specific to a particular place, its people and uses. They were defined for Newcastle – as an aspirational target as well as an observation – through observational studies and analyses.



The Newcastle After Dark strategy defines four segments of evening and night time · Image: City of Newcastle

Image credits

St Peter's Italian Church, Clerkenwell – Satu Streatfield	page 4
Open Sydney: Future of Sydney at night and An Open and Creative City: Planning for Culture and the Night Time Economy – both City of Sydney	page 53
Night Time Economy Discussion Paper and Parramatta Night City Framework 2020-2024 – both City of Parramatta	page 55
Newcastle After Dark – City of Newcastle	page 56

MAYOR OF LONDON