

Attachment A

Terms of Reference for Advisory Panels

Terms of reference for advisory panels



Terms of Reference

Resolution of Council: 17 February 2025

The City of Sydney acknowledges the Gadigal of the
Eora Nation as the Traditional Custodians of our local area.

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1. Limitation of authority

Advisory panels provide the Council of the City of Sydney with independent advice and expertise.

An advisory panel is not an executive body and does not have the authority to:

- expend money on behalf of Council
- undertake any work on behalf of the City of Sydney
- commit the Council to any arrangement
- consider any matter outside its specific reference
- direct Council officers in the performance of their duties
- represent the Council in any communication with the public or media without the permission of the City of Sydney.

Advisory panel advice must align with the City of Sydney's policies, strategies and operational plans.

2. Term

An advisory panel will be convened for a term of up to 4 years, aligned with the current Council term.

Members will be appointed for a term of up to 4 years (appointments will coincide with the Council term and expire 6 months after each Council election). Members may be eligible for reappointment for a further 4-year term.

A person ceases to be a panel member if they:

- resign
- are absent from 2 consecutive meetings without notification
- fail to comply with these terms of reference or the City of Sydney's code of conduct.

All appointments on behalf of organisations and NSW agencies are representative only and not personal. The organisation or agency can revoke an appointment at any time and appoint a new representative by way of written notice to Council.

Any member may resign by giving written notice to the City of Sydney. The chief executive officer may then appoint a new member in consultation with the panel, or the panel may choose to continue to the end of the current term without replacing the panel member.

Any new panel member appointed to replace an outgoing member will be appointed for the remaining period of the existing term of other members.

The advisory panel may at any time be dissolved and disbanded by Resolution of Council.

The chief executive officer may extend the term of a panel should exceptional circumstances arise that require continuity of membership for a period.

3. Recruitment

Every 4 years when a new Council term begins, a call for nominations will be advertised and promoted to relevant groups and organisations.

The call for nominations will advise that applications will be assessed in line with the selection criteria for the advisory panel.

Where applicable, the City of Sydney may create a reserve list for any casual vacancies.

We encourage all applicants to nominate, including Aboriginal and Torres Strait Islander peoples, Australian South Sea Islander people, people with disability, people of diverse sexualities and genders and intersex people and people from culturally and linguistically diverse communities.

4. Appointment

All advisory panel members, except for Councillor representatives, will be appointed by the chief executive officer of the City of Sydney in line with these terms of reference.

Councillor representatives will be determined by Council. Their appointment is not governed by these terms of reference.

5. Meeting protocol and administration

Key City of Sydney staff will attend meetings to present to the advisory panel and as observers or specialist advisers.

Non-member attendees do not have voting rights.

Meetings will not be open to the public.

The City of Sydney will provide administrative support including:

- scheduling meetings of the advisory panel with at least 2 weeks written notice to all members
- compiling and circulating the meeting agenda and relevant documents to all members
- taking and distributing minutes that include attendance, declaration of interest and meeting resolutions
- coordinating other meeting arrangements including accessibility of meeting procedure and materials
- reporting on progress to Council and the community.

Where applicable, panel meetings will be provided with Auslan interpreters, closed captioning, translators, printed material in alternative formats or languages and/or other accessibility services as appropriate or required.

The quorum of a meeting of the panel will be a simple majority. No business of the advisory panel will be considered unless a quorum is present. If a quorum is not present within half an hour from the time appointed for the meeting, the meeting will be dissolved.

The advisory panel chair is responsible for:

- determining the most effective way of dealing with the issues raised and making the necessary arrangements to achieve this
- allocating times to be devoted to agenda items and ensuring these times are observed
- opening the meeting and following the agenda
- encouraging all members of the panel to express their point of view
- summarising the progress of the discussion and degree of consensus reached at the end of each agenda item, and confirming this with the minute taker before moving on
- closing the meeting and confirming the date, time and place of the next meeting.

Matters arising at any meeting of the advisory panel will be decided by a simple majority of the votes of members.

Members can suggest more agenda items during the meeting, provided the items do not contravene the objectives stated in these terms of reference and if time allows.

The meeting minutes will be approved by the chair and circulated to attendees. Meeting minutes from the previous panel meeting will be included in the agenda for the next panel meeting.

6. Code of conduct and conflicts of interest

Members of the advisory panel must comply with the City of Sydney's code of conduct in their capacity as a panel member.

Members must act lawfully, professionally, ethically and with integrity.

From time to time advisory panel members may receive confidential information. Where confidential information is provided to the advisory panel it will be clearly identified. Advisory panel members must maintain the confidentiality of any confidential information provided to them.

A breach of confidentiality is considered a breach of these terms of reference and the code of conduct.

The City of Sydney may terminate an advisory panel member's term for breaching these requirements, the terms of reference or the code of conduct.

Conflicts of interest must be disclosed and managed in line with the code of conduct. It is each members responsibility to be aware of their obligations under the code of conduct for both pecuniary and non-pecuniary conflicts of interest.

Also, if a panel member is engaged as a City of Sydney contractor or consultant and that work relates to an advisory panel agenda item, the member shall not participate in any discussion, decision-making or voting on that item.

7. Working groups

Time-limited working groups may be set up throughout the term of the advisory panel to address specific issues and projects.

The City of Sydney will seek relevant panel members to participate in these working groups, according to their area of expertise, lived experience or specific interest.

The group may be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

They will be supported by a City of Sydney staff member who will convene and coordinate the work of the group.

8. Reporting and review

The City of Sydney will report to Council on each advisory panel meeting through the CEO update.

The key activities of the advisory panel will be reported in the City of Sydney's annual report.

9. Payment

The City of Sydney may pay advisory panel members, other than councillors, a sitting fee of \$300 for each meeting they attend.

Government, peak bodies and large business representatives are not eligible for payment.

Applicable payments will be made in line with the terms of appointment.

Panel members may be reimbursed reasonable out-of-pocket expenses incurred by attending advisory panel meetings such as payment for transport expenses.

Attachment A – Aboriginal and Torres Strait Islander Advisory Panel

1. Purpose

The primary role of the Aboriginal and Torres Strait Islander Advisory Panel is to provide independent advice to the City of Sydney.

This advice is based on members' expertise and lived experiences to guide the policies, projects and programs of the City of Sydney in relation to matters of strategic and operational importance to the local Aboriginal and Torres Strait Islander community.

2. Objectives

- Share knowledge, insights and provide advice on the needs of Aboriginal and Torres Strait Islander peoples living in the City of Sydney local area.
- Assist the City of Sydney's knowledge and understanding of Aboriginal and Torres Strait Islander culture and society.
- Represent the interests of Aboriginal and Torres Strait Islander peoples in the local area.
- Advise on the implementation of Sustainable Sydney 2030–2050 Continuing the Vision, the First Nations strategic framework and other relevant plans, programs and projects as they are adopted by Council.
- Advise on proposed Aboriginal naming projects in line with the City of Sydney naming policy.

3. Membership

The membership of the advisory panel will include a broad range of members who have demonstrated expertise and/or lived experience in a range of areas of social, economic, environmental and cultural importance to the local Aboriginal and Torres Strait Islander community.

Membership consists of up to 15 members from the Aboriginal and Torres Strait Islander community (including a minimum of 2 people aged 18 to 33 years) including:

- 2 Elders
- up to 6 community representatives

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- up to 7 representatives with expertise in one or more of the following priority areas:
 - Aboriginal economic prosperity
 - Indigenous procurement
 - public art and culture
 - housing and homelessness
 - government reform and policy
 - social issues
 - education and workforce development
 - community development and engagement
 - youth engagement and leadership
 - environmental management.

The community members will be joined on the advisory panel by:

- one representative from the Metropolitan Local Aboriginal Land Council
- the Lord Mayor (or delegate)
- one City of Sydney Councillor.

4. Selection process

Panel membership is an Aboriginal and Torres Strait Islander identified position, and Aboriginality is a genuine requirement for the role.

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria:

- live, work or study in the City of Sydney local area
- confirmation of Aboriginality (may be required)
- outline the reason for applying to be an Elder, community representative, and/or expert representative
- describe lived experience and connection to the local Aboriginal and Torres Strait Islander community
- demonstrate how local Aboriginal and Torres Strait Islander interests will be represented.

5. Co-chairs

The advisory panel will be chaired by 2 members who will be elected for a one-year term by panel members at the beginning of each calendar year.

Panel members will be invited to nominate themselves or another member for a position of co-chair. Panel members will then vote on nominees for the positions of co-chair.

Co-chairs have added responsibilities to other members. These include:

- attending a co-chairs briefings before every advisory panel meeting to discuss and set the meeting agenda

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- opening each meeting with an acknowledgement of Country, welcome, apologies and adoption of minutes of the previous meeting
- actively chairing the meetings to ensure all items are discussed, the meetings run to time, all members have the opportunity to contribute, individual members do not dominate the discussion and decisions are clear for the purposes of the minutes.

New co-chairs will attend a co-chairs development session before chairing their first meeting so they understand and are confident in their responsibilities.

The co-chair/s will be paid an additional fee of \$150 for each advisory panel meeting they co-chair.

6. Meetings

The advisory panel will meet 4 times a year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment B – Business and Economic Development Advisory Panel

1. Purpose

The primary role of the Business and Economic Development Advisory Panel is to provide high-level independent expert advice to the City of Sydney on the implementation of the economic development strategy 2025–2035.

The strategy was developed in close collaboration with the advisory panel and provides direction for how the City of Sydney will support the development of the local area economy over the next 10 years. It sets a vision to champion a global economy that unlocks innovation, which is sustainable and inclusive and provides great local experiences, and targets 200,000 more jobs in the local area by 2036.

Collaboration will be critical to the implementation of the strategy's vision, with a diverse range of sectors, businesses, peak bodies, university and government departments. Their insights and expertise will guide the City of Sydney's strategy and operations, as well as present partnership opportunities.

2. Objectives

- Share knowledge, data and insights and provide advice on the implementation of actions as outlined in the economic development strategy 2025–2035.
- Advise on partnerships that can enable collaborative action in relation to the 8 momentum building projects in the strategy:
 - unlocking Tech Central via Broadway
 - accelerating the green economy transformation
 - exploring localised circular economies
 - supporting Indigenous enterprise
 - putting vacancy to creative use
 - retaining international student talent

- evolving the visitor experience
- promoting vibrant streets.
- Advocate to other government agencies, the private sector and relevant peak bodies on key priority economic issues.

3. Membership

The membership of the advisory panel will include a broad range of members who are highly recognised in relevant professional fields and who have demonstrated experience, seniority (CEO or equivalent) and knowledge of a range of economic areas. This includes trade and investment attraction, talent attraction, the innovation economy, green economy and sustainable finance, creative economy, community wealth building, the night-time economy and the visitor economy.

Membership consists of up to 20 members including:

- up to 8 senior (CEO or equivalent) representatives from the local business sector, including First Nations businesses and small business
- up to 8 senior (CEO or equivalent) representatives from research, academic or peak body organisations with relevant knowledge and expertise
- up to 4 state agency representatives relevant to the economic development of Sydney
- up to 3 elected representatives, comprising the Lord Mayor (or delegate) and 2 City of Sydney councillors.

Members may be individuals or appointed as a representative of an organisation, body or agency.

4. Selection process

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria:

- requirement for representatives to live, work or study in metropolitan Sydney
- a statement of purpose by the representatives, that is, their reason for applying
- a list of the skills, knowledge and/or experience they will bring to the advisory panel.

5. Chair and co-chair

The advisory panel will be chaired by a member who will be elected for a one-year term by panel members at the beginning of each calendar year.

Panel members will be invited to nominate themselves or another member for the position of chair. Panel members will then vote on nominees for the position of chair.

The position of co-chair will be filled by one of the councillors appointed to the advisory panel. Councillors will agree among themselves who will take the position of co-chair at the beginning of each calendar year, and may decide to rotate the co-chair position between themselves.

6. Collaboration with other committees and levels of government

The advisory panel will engage, connect and collaborate with other relevant groups and/or committees as required. This will include, but not be limited to, groups and/or committees formed by other levels of government.

7. Meetings

The advisory panel will meet 3 times a year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment C – Cycling Advisory Panel

1. Purpose

The Cycling Advisory Panel's purpose is to monitor progress on implementation of the cycling strategy and action plan and provide advice on issues associated with its implementation.

2. Objectives

The role of the Cycling Advisory Panel is to:

- share information and monitor progress on the implementation the cycling strategy and action plan
 - share information on current projects, programs, services and regulation impacting the City of Sydney local area
 - provide comment on issues associated with the above, and emerging trends such as e-mobility.
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3. Membership

The membership of the advisory panel is as follows:

- Lord Mayor (or delegate)
- one City of Sydney Councillor – chair.

Non-Council representatives may include one from each of the following:

- Transport for NSW
- Place Management NSW
- neighbouring councils
- NSW Office of Sport
- Bicycle NSW
- BikeSydney
- Leichhardt BUG
- BikeEast
- Committee for Sydney
- Better Streets.

Other non-Council representatives may be invited as required.

4. Chair

The advisory panel will be chaired by the Councillor appointed to the advisory panel.

City of Sydney staff will chair the advisory panel if the Councillor is not in attendance.

5. Meetings

The advisory panel will meet 3 times a year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment D – Housing For All Advisory Panel

1. Purpose

The primary role of the Housing for All Advisory Panel is to bring together industry leaders and experts to share knowledge and provide strategic, expert advice and guidance to the City of Sydney. This includes the development of agreed strategies and initiatives to increase the supply of market, affordable and diverse housing (including social housing) in the City of Sydney local area.

Sydney remains Australia's least affordable city. The decline in housing affordability and the inability of everyday people to access affordable and diverse housing is having an increasingly detrimental impact on socio-economic diversity, which underpins the city's rich social fabric.

Affordable and diverse housing supports a well-functioning city. For people on lower incomes, it provides a critical alternative to private market housing, providing some opportunity to live in the city. It also acts as a release valve to social housing, easing the pressure on demand for an already undersupplied market.

Providing affordable and diverse housing is a key focus of the City of Sydney's long-term vision. The working group will work collaboratively to identify opportunities and develop solutions to address this complex issue for our communities.

2. Objectives

- Share knowledge, provide advice and establish partnerships that create opportunities to increase affordable and diverse housing in the City of Sydney local area.
- Support and guide the implementation of initiatives and actions in the City of Sydney local housing strategy.
- Advise Council on affordable housing strategies, actions and opportunities.
- Review innovative housing solutions that facilitate and promote new affordable and diverse housing projects and support services.
- Advocate to other government agencies, the private sector and relevant peak bodies on key affordable and diverse housing issues.
- Collaborate with key representatives and stakeholders from across the affordable and diverse housing sector, relevant community organisations and peak bodies.
- Identify opportunities for affordable and diverse housing projects and initiatives that are Aboriginal and Torres Strait Islander led and support vulnerable groups.

- Provide insights and guidance to Council on best practice, innovative housing models, highlight market trends and community impacts, and identify opportunities for sustainable and accessible affordable and diverse housing options where relevant.

3. Membership

The membership of the advisory panel will include a broad range of stakeholders and organisations active within the affordable and diverse housing sector and peak bodies and agencies that represent the interests of the city's diverse communities.

Membership consists of up to 13 members including:

- up to 4 representatives from the community housing provider sector (currently or previously) or housing peak bodies
- up to 2 community representatives who live in and/or access affordable and diverse housing
- up to 2 representatives from research (or similar) organisations and industry (currently or previously) with relevant knowledge and expertise on affordable and diverse housing issues, including culturally appropriate housing and universal housing design
- up to one representative from the not-for-profit or philanthropic sector
- up to 2 NSW agency representatives relevant to affordable and diverse housing, including funding bodies
- 3 elected representatives, comprising the Lord Mayor (or delegate) and 2 City of Sydney councillors.

Members may be individuals or appointed as a representative of an organisation, body or agency.

4. Selection process

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria:

- a requirement for nominees to live, work or study in or near the City of Sydney local area
- a statement of purpose by the nominee, that is, their reason for nominating
- a list of the skills, knowledge and/or experience they will bring to the working group in affordable and diverse housing.

Aboriginal and Torres Strait Islander housing groups, or peak bodies will be actively encouraged to apply. At least one member of the working group will identify as an Aboriginal or Torres Strait Islander and be an advocate for Aboriginal community needs.

5. Co-chairs

Elected Council representatives will co-chair the meetings and rotate chairing of the meetings.

6. Collaboration with other committees and levels of government

The advisory panel will engage, connect and collaborate with other relevant panels, groups and/or committees as required. This will include, but not be limited to, groups and/or committees formed by other levels of government and the Resilient Sydney Affordable Housing Steering Committee.

Specifically, the advisory panel will complement the role and work of the Resilient Sydney Affordable Housing Steering Committee and seek to support key projects and initiatives where appropriate.

7. Meetings

The advisory will meet 3 times a year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment E – Inclusion (Disability) Advisory Panel

1. Purpose

The purpose of the Inclusion (Disability) Advisory Panel is to provide strategic, expert and impartial advice to the City of Sydney. This includes the development, implementation, monitoring and review of City of Sydney policies, strategies and plans to advance the inclusion of people with disability.

2. Objective

The panel will help set the pathway for the City of Sydney's contribution on improvements to policy, process and the public domain to support people with disability. This includes providing:

- feedback and advice to aid in the development and implementation of the City of Sydney's inclusion (disability) action plan
 - advice across all areas relevant to people with disability
 - strategic advice relating to the inclusion and accessibility of the City of Sydney's infrastructure, facilities, events, services, programs, systems and information for people with disability
 - feedback on submissions we may make relating to state and federal government policy and legislation
 - advice on how to identify issues that are relevant to people with disability
 - advocacy on behalf of people with disability for increased visibility and awareness of the needs of people with disability.
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3. Membership

The membership of the Inclusion (Disability) Advisory Panel will include members who are highly recognised in relevant professional fields and who have demonstrated experience and knowledge in the disability support sector.

Members will include those with a direct experience of disability whether personally or through a caring and support role, or work within relevant sectors. Members may include representatives of relevant peak bodies, practitioners and business owners with related specialist expertise including:

- the built environment and urban planning such as public domain, public amenities and services
- economic participation
- housing and transport

- arts, culture, sport and recreation
- civic participation in employment, service provision and decision making
- media and communications such as social media
- legislation underpinning access and inclusion.

Membership of the Inclusion (Disability) Advisory Panel consists of up to 12 members and will include 2 elected representatives, comprising the Lord Mayor (or delegate) and one City of Sydney Councillor.

4. Selection process

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria.

Panel members must:

- live, work or study in the City of Sydney local area
- if relevant, demonstrate lived experience or experience of living with or caring for a person with disability or working within relevant sectors
- have relevant skills or experience in the relevant sector
- provide a statement outlining the reasons they want to sit on the panel
- provide a list of the skills, knowledge and experience they will bring to the panel in service of the local community.

All applicants must be prepared to attend an interview as part of the selection process and, if successful, an induction session before their first meeting.

5. Chair and co-chair

The Inclusion (Disability) Advisory Panel will be chaired by a member who will be elected for a one-year term by panel members at the first meeting of each calendar year.

Members will be invited to nominate themselves or another member for the position of chair or co-chair. Panel members will then vote on nominees for the position of chair.

After the initial one-year term, the chair will act as co-chair for a further one-year term. The co-chair will provide support to the new Chair as required.

During the first term, a co-chair will also be elected for a one-year term.

If the position of chair becomes vacant for any reason, the panel members will vote to elect another existing member to be the chair until the end of the calendar year.

6. Meetings

The Inclusion (Disability) Advisory Panel will meet 3 times each year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment F – Multicultural Advisory Panel

1. Purpose

The Multicultural Advisory Panel's purpose is to provide advice on policies and operations of the City of Sydney in relation to matters of importance to culturally and linguistically diverse communities.

2. Objectives

- Advise Council on the makeup of diverse cultural groups and populations living in the City of Sydney local area and the needs and desires of people within those groups.
- Advise Council on the implementation of Sustainable Sydney 2030–2050 Continuing the Vision and other relevant plans as they are adopted by Council, including supporting the communication, delivery and review of the community engagement plan and strategy.
- Promote an increased knowledge and understanding of diverse cultures and society in the wider community and facilitate partnerships that nurture cultural diversity, capacity building, and increased community connections.
- Advise Council on appropriate methods of communication to diverse cultural groups and populations about City of Sydney strategies and policies, and events and programs produced by the City of Sydney.
- Provide input on policy development, planning and advice to Council across all areas where there is likely to be an impact on multicultural communities, including multicultural businesses and economic development.
- Advocate on behalf of culturally diverse communities, including strategies to combat racism and discrimination, and promote greater understanding and appreciation of multiculturalism.

3. Membership

Membership of the Multicultural Advisory Panel consists of up to 12 members including representatives from multicultural organisations, universities, government agencies and other relevant organisations within the sector.

Membership will include 2 elected representatives, comprising the Lord Mayor (or delegate) and one City of Sydney Councillor.

4. Selection process

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria.

Panel members must:

- live, work or study in the City of Sydney local area
- have relevant skills or experience in multicultural policy development and implementation
- a relevant cultural background
- provide a statement outlining the reasons they want to sit on the panel
- provide a list of the skills, knowledge and experience they will bring to the panel in service of the local community.

All applicants must be prepared to attend an interview as part of the selection process and, if successful, an induction session before their first meeting.

5. Chair and co-chair

The Multicultural Advisory Panel will be chaired by a member who will be elected for a one-year term by panel members at the first meeting of each calendar year.

Members will be invited to nominate themselves or another member for the position of chair or co-chair. Panel members will then vote on nominees for the position of chair.

After the initial one-year term, the chair will act as co-chair for a further one-year term. The co-chair will provide support to the new chair as required.

During the first term, a co-chair will also be elected for a one-year term.

If the position of chair becomes vacant for any reason, the panel members will vote to elect another existing member to be the chair until the end of the calendar year.

6. Meetings

The Multicultural Advisory Panel will meet 3 times each year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

Attachment G – Nightlife and Creative Industries Advisory Panel

1. Purpose

The primary role of the Nightlife and Creative Industries Advisory Panel is to provide high-level independent expert advice to the City of Sydney on a strong, inclusive, culture-led nightlife and the implementation of the cultural strategy 2025–2035.

2. Objectives

- The establishment, coordination, evaluation and governance of special entertainment precincts.
- The implementation of relevant NSW Government policies such as the vibrancy reforms and Cultural State Environmental Planning Policy.
- Communicate, consult and collaborate with nightlife and creative sector stakeholders.
- Advocacy for a strong, inclusive, culture-led nightlife and a sustainable, connected, well-coordinated 24-hour city.
- Share knowledge, data and insights and provide advice on the implementation of Council actions as outlined in the cultural strategy 2025–2035.

3. Membership

Membership of the Nightlife and Creative Industries Advisory Panel consists of up to 12 members, chosen from each of the following sectors:

- major cultural institutions
- festivals and events
- contemporary music
- live music and performance venues
- galleries and arts spaces
- restaurants or cafes
- small bars

- nightclubs
 - tourism
 - community services
 - property development
 - urban planning and regulation
 - other relevant industries or industry associations representing nightlife stakeholders
 - 2 elected representatives, comprising the Lord Mayor (or delegate) and one City of Sydney Councillor.
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4. Selection process

Applications will be assessed by a panel comprising City of Sydney staff according to the following selection criteria:

- a requirement to live, work or study in metropolitan Sydney
- a statement of purpose by the representatives, that is, their reason for applying
- a list of the skills, knowledge and/or experience they will bring to the advisory panel.

All applicants must be prepared to attend an interview as part of the selection process and, if successful, an induction session before their first meeting.

5. Chair and co-chair

The Nightlife and Creative Industries Advisory Panel will be chaired by a member who will be elected for a one-year term by panel members at the first meeting of each calendar year.

Members will be invited to nominate themselves or another member for the position of chair or co-chair. Panel members will then vote on nominees for the positions.

After the initial one-year term, the chair will act as co-chair for a further one-year term. The co-chair will provide support to the new chair as required.

During the first term, a co-chair will also be elected for a one-year term.

If the position of chair becomes vacant for any reason, the panel members will vote to elect another existing member to be the chair until the end of the calendar year.

6. Meetings

The Nightlife and Creative Industries Advisory Panel will meet 3 times each year, or as need requires, on dates to be set out in advance for each year.

The panel will be required to review and consider written or other materials before meetings and provide follow-up comments after meetings.

