



GOVERNMENT OF NORFOLK ISLAND

MOTION PAPER

GENERAL ASSEMBLY MEETING: 30 May 2026

MOTION # 5: Establishment of Select Committee – Norfolk Island Asset & Resource Base

Attachments: Attachment A – Terms of Reference: Select Committee on Norfolk Island Asset & Resource Base

Purpose:

To establish a Select Committee to identify, document, and assess Norfolk Island's assets, resources, economic foundations, and future opportunities in order to support long-term sustainability, economic resilience, intergenerational stewardship, and community prosperity.

The Committee shall support development of a Norfolk Island-led understanding of the Island's assets, carrying capacity, opportunities, and long-term economic future.

Motion:

That the General Assembly establishes the Select Committee on Norfolk Island Asset & Resource Base in accordance with Attachment A — Terms of Reference: Select Committee – Norfolk Island Asset & Resource Base, for the purpose of undertaking consultation, assessment, and recommendations relating to Norfolk Island's public assets, resources, economic sustainability, and future funding capacity.

Rationale:

The Government of Norfolk Island recognises that long-term community wellbeing, opportunity, and locally accountable governance require a clear understanding of Norfolk Island's assets, resources, carrying capacity, economic foundations, and future opportunities.

Norfolk Island possesses significant environmental, cultural, land, marine, community, and economic assets. However, many aspects of the Island's long-term resource base, infrastructure value, sustainability pressures, and future economic opportunities have not been comprehensively assessed within a coordinated Norfolk Island-led framework.

Norfolk Island's future prosperity depends not only on identifying resources, but on ensuring the community itself participates in determining how those resources are protected, managed, and benefit future generations.

The establishment of a Select Committee provides a structured and transparent process through which Norfolk Island can better understand its current asset and resource position and consider how those assets may responsibly contribute to long-term fiscal sustainability, economic resilience, and intergenerational stewardship.

The purpose of the Committee extends beyond economic assessment alone. It is intended to support informed decisions about how Norfolk Island protects, develops, and benefits from its assets and resources while balancing environmental, cultural, social, and economic priorities.

The proposed Terms of Reference provide for:

- identification and assessment of public assets and infrastructure;
- consideration of natural resources and environmental sustainability;
- review of economic sectors and current funding mechanisms;
- consideration of community asset management models;
- consultation with businesses, advisory bodies, and community members;
- examination of sustainability measures and economic indicators; and
- development of recommendations for long-term funding and economic resilience strategies.

Prior to consideration by the General Assembly, the draft Terms of Reference were released for public review in accordance with the Governance Charter consultation principles.

The Government of Norfolk Island further recognises that sustainable governance requires long-term planning and informed decision-making grounded in Norfolk Island's own needs, values, carrying capacity, and community priorities.

The review process also provides an opportunity to consider how Norfolk Island creates opportunity for future generations, strengthens local enterprise, supports youth retention, and reduces long-term structural dependency.

Outcome Sought:

Formal establishment of the Select Committee on Norfolk Island Asset & Resource Base and adoption of Attachment A — Terms of Reference: Select Committee – Norfolk Island Asset & Resource Base.

Impact Assessment:

The establishment of the Select Committee supports informed long-term planning, sustainable economic development, responsible stewardship of community assets and resources, and improved understanding of Norfolk Island's economic and fiscal position.

The Committee itself will not possess authority to dispose of assets, establish funding mechanisms, or alter ownership arrangements independently. Any future recommendations arising from the Committee process shall remain subject to consideration and endorsement through the General Assembly framework.

Resolution:

The General Assembly establishes the Select Committee on Norfolk Island Asset & Resource Base and adopts Attachment A – Terms of Reference: Select Committee on Norfolk Island Asset & Resource Base, authorising commencement of the Committee's work.

Moved: Councillor, Timothy Brown

Voting: Adjudicated by Returning Officer

ATTACHMENT A

TERMS OF REFERENCE: SELECT COMMITTEE ON NORFOLK ISLAND ASSET & RESOURCE BASE

Establishment

The General Assembly establishes the Select Committee on Norfolk Island Asset & Resource Base to identify, document, and assess Norfolk Island's assets, resources, infrastructure, and economic foundations in order to support the development of a sustainable long-term funding and economic resilience strategy.

The Committee is established under the Governance Charter & Operational Manual 2026 and operates within the principles of sustainability, public accountability, community participation, and responsible stewardship.

Purpose

The purpose of the Committee is to provide a clearer understanding of Norfolk Island's assets, resources, and economic foundations so as to support:

- long-term fiscal sustainability;
- informed economic planning;
- responsible stewardship of community assets and resources;
- economic resilience; and
- sustainable intergenerational development consistent with Norfolk Island's environmental, social, cultural, and economic priorities.

Committee Membership

The Committee shall consist of:

- a Chair appointed by the Government of Norfolk Island; and
- up to six additional members appointed for their experience, knowledge, or community contribution.

Where practicable, representation from recognised advisory bodies may be included.

The Committee may invite advisers or persons with specialist knowledge to assist where required.

Expressions of interest from members of the Norfolk Island community wishing to participate on the Committee will be invited publicly.

Functions of the Committee

The Committee shall:

- identify and document Norfolk Island's public assets and infrastructure;
- review natural resources and environmental assets and assess potential impacts associated with proposed initiatives;
- examine historical and current revenue streams, including consideration of sustainability principles recognised within the Governance Charter;
- assess economic sectors contributing to Norfolk Island's sustainability and resilience;
- consider future opportunities that support local employment, youth participation, community prosperity, and sustainable population retention;
- consider mechanisms for monitoring economic conditions and sustainability indicators to support informed policy development and timely response;
- identify opportunities for responsible and sustainable revenue generation;
- consider community wealth models including trusts, cooperatives, stewardship arrangements, and other mechanisms supporting intergenerational benefit;
- consider ownership and administration models for community assets, including possible trust, board, or independent management structures where appropriate; and

- prepare recommendations for consideration by the General Assembly.

Scope of Inquiry

The Committee may consider:

- land and property assets;
- marine and environmental resources;
- infrastructure and public utilities;
- tourism and economic activity;
- youth opportunity and workforce participation;
- licensing and regulatory systems;
- productivity and performance measurement approaches;
- community asset management structures; and
- other potential revenue sources consistent with sustainability principles.

Sustainability Considerations

The Committee shall conduct its work consistently with the Five Pillars of Sustainability recognised within the Governance Charter:

- environmental sustainability;
- social sustainability;
- economic sustainability;
- cultural sustainability; and
- governance sustainability.

Consultation

The Committee may consult with:

- community members;
- local businesses;
- recognised advisory bodies; and
- subject matter experts.

The Committee shall carry out consultation in a manner that supports meaningful public participation.

Conflict of Interest

Committee members shall declare any personal, financial, or organisational interests relevant to the Committee's work.

Any declared conflicts shall be recorded.

Transparency and Public Reporting

The Committee shall maintain transparency through:

- public updates where appropriate;
- publication of consultation outcomes;
- maintenance of records and supporting materials; and
- presentation of reports to the Government of Norfolk Island and the General Assembly.

The Committee shall prepare:

1. an interim report outlining proposed approach, consultation activities, and work program;
2. a Norfolk Island Asset & Resource Profile identifying key assets, resources, opportunities, and sustainability considerations; and
3. a final report containing recommendations supporting long-term sustainability, community prosperity, and economic resilience.

Records and Documentation

All submissions, reports, correspondence, and records created or received by the Committee shall form part of the official records of the Government of Norfolk Island.

Copies of official materials shall be provided to the Clerk for recordkeeping purposes.

Duration

The Committee shall provide:

- an interim report within four weeks of establishment;
- Asset & Resource Profile within three months; and
- final report within twelve months unless extended by resolution of the General Assembly.