NORFOLK ISLAND
Regional Council

CALL FOR EXPRESSIONS OF INTEREST

Strategic Finance Improvement Committee

Norfolk Island Regional Council (Council) is seeking Expressions of Interest (EOIs) from suitably qualified/experienced candidates to fill three (3) vacancies on the *Strategic Finance Improvement Committee (SFIC)*.

The SFIC provides expert advice to Council on financial sustainability while also supporting the finance-adjacent operational outcomes designated to key management personnel.

The Committee is currently comprised of Council's Lead Administrator (Chair), Financial Administrator, Acting General Manager and two (2) community members. Membership of the Committee is volunteer based.

Each Committee Member will have background or experience in one or more of the following areas:

- Financial management
- Business architecture / design / planning
- Legal, risk and compliance
- Environment and social sustainability
- Project management

The SFIC generally meets on the last Thursday of each month, this may change in the near future and will be discussed with members. The term of the Committee Members will run concurrently with the period of Council's administration.

Why Is the Committee Needed? What Financial Challenges Does Council Face?

Norfolk Island Regional Council (Council) is responsible for providing essential local government services and maintaining important infrastructure for the community, such as roads, electricity, waste management and the airport. In recent years, the Council has faced growing financial pressures. For the 2025-26 financial year, Council is forecasting an operating deficit of approximately $4.6 million (excluding capital grants), with operating income not sufficient to cover the rising costs of running services and maintaining assets. The money Council receives is not enough to meet these growing expenses. This means Council is spending more than it earns, leading to ongoing deficits and a heavy reliance on finite cash reserves to ensure ongoing delivery of services.

A major challenge is the age and condition of much of Council's infrastructure. Many of Council's assets, such as roads and electricity equipment, are in poor condition and need urgent repairs or upgrades. The total cost to bring everything up to a satisfactory standard is estimated at over $57 million, but Council simply doesn't have enough funds to do this work. On top of that, some government service delivery grants have not kept pace with rising costs, leading to Council having to make up the difference from own-source funds. All of these factors put pressure on Council's ongoing ability to deliver reliable services and maintain the assets the community depends on.

The Strategic Finance Improvement Committee has been set up at a pivotal time for Norfolk Island. Council will transition to a new democratically elected Norfolk Island Assembly (NIA) in the future. The work of this Committee will not only help address today's financial challenges but will also lay the groundwork for a more sustainable and resilient financial future for the new Assembly. Committee members will help ensure that the next chapter of government on Norfolk Island starts with strong financial foundations, supporting effective decision-making and service delivery for years to come.

The specific items the Committee is asked to address include:

1. Regularly and continuously review Council's financial situation with a view to becoming financially sustainable by 2026-27.
2. Prepare a Strategic Finance Improvement Plan with an emphasis on the urgency to address the financial issues facing Council.
3. To focus on the challenges faced by Council, brand the updated plan "Finance Improvement Plan" (the Plan).
4. Implement the actions identified in the Plan and report monthly to Council on the financial position in the Plan.
5. Improve compliance with accounting principles including the *Local Government Act 1993* (NSW)(NI), the *Local Government (General) Regulation 2005* (NSW)(NI) and the Code of Accounting Practice and Financial Reporting.
6. The Plan is to include the actions Council will take over the next two budgets (FY 25-26 and FY 26-27) to break the practice of adopting deficit operating budgets without reliance on government grants.
7. Update the six completed service reviews and include in the remaining three service reviews revenue opportunities to ensure Council can move to surplus operating budgets and ensure its long-term financial security.
8. Invite the Audit, Risk and Improvement Committee to provide monitoring of the Plan.
9. The Plan is also to include a three-year financial strategy which will culminate in Council increasing its unrestricted cash balance to a sustainable level to transition to the Norfolk Island Assembly (NIA).

Role of Committees

Committees are established under Council's Code of Meeting Practice and in accordance with Section 355 of the *Local Government Act 1993* (NSW)(NI) to provide advice to Council on matters of strategic significance. Committees may make recommendations to Council and act under specific delegations granted by Council.

Responsibility of Committee Members

Committee members are expected to have the time needed to understand the Committee's business papers and attend Committee meetings and provide advice and feedback on matters brought before the Committee.

Committee members are required to follow applicable Council policies and procedures and must:

- Conduct themselves in accordance with Council's Code of Conduct.
- Declare and manage conflicts of interest in accordance with Council's Code of Conduct.
- Maintain confidentiality and not disclose confidential or private information.
- Not to use information gained through membership of the Committee for a private benefit for themselves or any other person.
- Understand Council's Media Policy and not speak to the media or members of the public on behalf of Council, the Committee or working party.
- Council has adopted Guidelines for Meeting Practice. These Guidelines provide additional details on responsibility requirements.

Selection Criteria

To be eligible for membership of the Committee, applicants must be able to demonstrate experience and skills relative to the purpose of the Committee and in their application state how they meet the selection criteria as detailed below. Specifically, expressions of interest should address (150-200 word per criterion):

1. Description of experience and qualifications relevant to one or more of the following areas: Financial Management, Business Architecture/Design/Planning, Legal/Risk/Compliance, Environment and Social Sustainability or Project Management.
2. Describe how the above expertise can contribute to improving Council's financial sustainability and governance.
3. Provide an example of a project or initiative where the applicant successfully addressed financial or compliance challenges.
4. Describe how the applicant would ensure transparency, accountability and adherence to the Local Government Act and Code of Conduct in the role.
5. Outline any individual potential conflicts of interest and how the applicant would manage them.

How to Apply

Please submit your response addressing the Selection Criteria as listed above along with your name, address, email address and phone number via email addressed to the General Manager via Customer Care, customercare@nirc.gov.nf no later than 4:00pm 12 June 2026.

Should additional information be required regarding your application, experience and qualifications, you will be contacted via the address details provided in your application.

Additional Information

For further details about the Strategic Finance Improvement Committee, including its Terms of Reference, please visit SFIC page or contact Customer Care via customercare@nirc.gov.nf or free call 0100.