Minutes of the meeting of the Board

9.00am – 5.00pm | 27 May 2026
Venue: NHC, 161 Victoria Street, Wellington

Present:

Chris Black (Chair)
Alastair Hercus
Fiona Wilson
Scott Lewis
Erica Seville
Andrea Brunner

Apologies:

In attendance:

Tina Mitchell, Chief Executive
Chris Chainey, Chief Financial Officer
Catherine Taylor, Chief People Officer
Jo Horrocks, Chief Resilience Officer
Rob Hodgson, Chief Data Officer
Michala Beacham, Chief Strategy Officer
Kate Tod, Chief Readiness Officer
Hamish Wall, Chief Canterbury Officer
Zoe Morley, Director OCE
s9(2)(a) [redacted]
s9(2)(a) [redacted] Russell McVeagh

The meeting was declared open at 9.00am

	Agenda items & key discussion points	Actions required	Responsibility and due date
Section 1- Board Governance			
Commissioners joined the meeting at 9.00am			
1.1	**Board only time**		
Tina Mitchell at 9:30am			
1.2	**CE only time**		
Zoe Morley s9(2)(a) [redacted] *joined the meeting at 9.45am*			
1.3	**Present and apologies** No apologies were noted.		
1.4	**Interest Register/Conflicts of Interest** No new conflicts of interest were noted.		

	Agenda items & key discussion points	Actions required	Responsibility and due date
1.5	**Confirmation of Board Minutes** The minutes of 26 April 2026 were approved as true and correct.		
1.6	**Matters arising** Noted the upcoming fifth anniversary of the NDRM as well as achievement of ‘full maturity’ of NDRM model (as defined in previous Board meetings) as at June 2026, noting this has taken five years of commitment and collaboration from NHC and NDRM insurers. Commissioners agreed to mark the occasion with congratulatory videos to employees.	PCGC session with Deloitte item on the Future of Work recording to all Commissioners Arrange recording of celebratory videos during breaks at June 2026 meeting	Z Morley June 2026 Z Morley June 2026
1.7	**Review action items** The action items were reviewed.		
ELT joined the meeting at 9:57am			
Section 2 - Key matters for discussion and approval			
2.1	**CE Report** The Board discussed: • excellent result in the 2026 Public Sector Reputation Index that saw NHC lift of 7 points to 69, up from 62 in 2025. • s9(2)(h) [redacted] • s9(2)(g)(i) [redacted] The Board: a) **noted** the CE report b) **noted** the Balanced Scorecard		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	c) **noted** the Enterprise Business Plan.		
2.2	**Enterprise Business Plan 2026/27** The Board discussed: • the range of initiatives and actions and the extent that they are specific, discrete and important to the organisation • the importance of each business group seeing themselves in the Enterprise Business Plan (EBP) • the effort required to support the Public Infrastructure Risk Management System business case, alongside existing NHC responsibilities • the actions selected for signature initiatives are appropriate, alongside elevating action *20: Deliver AI solutions* • the addition of a strategic driver column to bring to life 'the why' behind each initiative. The Board: a) **provided feedback and endorsed** the draft 2026/27 Enterprise Business Plan b) **noted** the 2026/27 Balanced Scorecard and Enterprise Business Plan will be provided to the Board in the August 2026 meeting for approval.		
Section 3 - Key matters for approval			
3.1	**Approve SoPE for 2026/27** The Board: a) **noted** we have completed consultation with our responsible Minister on the draft Statement of Performance Expectations 2026/2027 as required under the Crown Entities Act 2004, with the Minister providing positive feedback b) **provided** final feedback on the Statement of Performance Expectations 2026/2027		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	c) **approved** the Statement of Performance Expectations 2026/2027, subject to final feedback d) **agreed** to delegate to the Board Chair and Deputy Chair to approve minor updates to finalise the Statement of Performance Expectations 2026/2027 so it can be printed and provided to the Minister by 30 June 2026 e) **authorised** the Chair and Deputy Chair to sign the final Statement of Performance Expectations 2026/2027.		
Rob Hodgson, Jo Horrocks, Hamish Wall, Catherine Taylor and Kate Tod left the meeting at 11.04am *The Board took a break from 11.04am to 11.30am to meet with the Wellington based HSSW Safety representatives.*			
3.2	**Treasury performance plan template** The Board: a) **provided feedback** on the overall assessment, including the balance of strengths, opportunities and risks b) **agreed to submit**, the NHC Performance Plan Board self-assessment template to the Treasury, subject to incorporation of Board feedback and following a final review by the Chair and Deputy Chair of Board.		
Michala Beacham left the meeting at 11.47am			
3.3	s9(2)(g)(i), s9(2)(i) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(g)(i), s9(2)(i) [redacted]		
Chris Chainey left the meeting at 12.18pm. Jo Horrocks joined the meeting at 12.19pm			
3.4	**Debrief from educational visit to ESNZ ('Earth Sciences')** The Board discussed:		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	• the expected benefits of the merger of GNS, NIWA and MetService in understanding natural hazard risk, including climate risk • s9(2)(g)(i) [redacted] • the funding constraints that ESNZ is working within for the Geonet monitoring capability.		
The Board took a break from 12.28pm to 12.52pm *Rob Hodgson joined the meeting at 12.50pm*			
3.5	s9(2)(b)(ii), s9(2)(i) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(b)(ii), s9(2)(i) [redacted]		
s9(2)(a) [redacted], *and Kate Tod joined the meeting at 1.20pm*			
3.6	s9(2)(b)(ii), s9(2)(i) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(b)(ii), s9(2)(i) [redacted]		
s9(2)(a) [redacted] *left the meeting at 1.40pm*			
3.7	**NDRM Bilateral transition out plans** The Board discussed: • s9(2)(h) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	The Board: a) **noted** the NDRA and the NDRA Scaled require NHC to agree a bilateral transition out plan with each NDRM insurer setting out how the parties will disengage and the type of transition out costs that NHC will meet in the event of an insurer exiting the model b) **noted** bilateral transition out plans will also be developed and agreed with insurers transitioning to NDRM Scaled once they formally join that agreement c) **approved** management agreeing bilateral transition out plans with NDRM and NDRM Scaled insurers within the scope and cost approach set out in this paper d) s9(2)(h) [redacted] e) [redacted]		
Kate Tod left the meeting at 2.00pm			
3.8	**Significant procurement: IT managed services (ITMS)** The Board:		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	a) **noted** that the current ITMS arrangements are critical to NHC's operations, that an all-of-government digital procurement direction is emerging, s9(2)(b)(ii), s9(2)(i) [redacted] s9(2)(b)(ii), s9(2)(i) [redacted] b) [redacted] c) [redacted]		
The Board took a break from 2.17pm to 2.30pm			
Section 4 – Other matters for discussion			
s9(2)(a) [redacted] *joined the meeting at 2.31pm*			
4.1	**Cyber event simulation** The Board: a) **noted** the planned approach and objectives for the exercise b) **noted** while this scenario could potentially occur in the NHC digital environment, existing controls and the comprehensive assurance programme mean it is assessed as unlikely c) **participated** in the exercise and debriefed to identify refinements for future responses.		
Rob Hodgson and s9(2)(a) [redacted] *left the meeting at 4.35pm*			
Section 5 – Other matters for approval			
5.1	**Resilience strategy update**		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	This item was moved to the Board meeting on 28 May 2026.		
5.2	**Readiness strategy update** This item was moved to the Board meeting on 28 May 2026.		
5.3	**Monthly performance dashboard** The Board noted the dashboard.		
5.3.1	**NDRM performance report** The Board noted the report.		
5.4	**Financial reporting – March 2026** The Board: a) **noted** the following comments on the March 2026 financial performance: • The reported surplus for the month was $42.6 million, favourable to the month's budget by +$10.0 million. This result was largely driven by underwriting movements favourable to budget (+$9.0 million) and outward reinsurance expense below budget (+$1.8 million). • Cash and investments held at 31 March 2026 were $727 million which is made up of Natural Hazard Fund (NHF) $714 million and non-fund cash $13 million. • NHF investments were compliant with all policies at 31 March 2026.		
5.5	**Verbal updates by Board subcommittee Chairs** This item was moved to the Board meeting on 28 May 2026.		
5.6	**Correspondence**		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	The correspondence was noted.		
Section 6 – Other business			
6.1	**Any other business**		
6.2	**Reflections**		
6.3	**Karakia**		
Tina Mitchell, Zoe Morley and s9(2)(a) *left the meeting at 4.35pm.*			

Meeting closed at 4.35pm
The next Board meeting is scheduled for 10 June 2026 at NHC, 161 Victoria St, Wellington. These minutes were signed as a true and correct record. __________________ Chris Black   Date Board Chair

s9(2)(h)

[redacted]