Natural Hazards Commission
Toka Tū Ake

Minutes of the meeting of the Board

9.00am – 5.00pm | 24 February 2026
Venue: PwC, 15 Customs St West, Auckland

Present:

Chris Black (Chair)
Ruth Dyson
Fiona Wilson
Scott Lewis
Erica Seville
Andrea Brunner

Apologies:

Alastair Hercus

In attendance:

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

The meeting was declared open at 9.08am

	Agenda items & key discussion points	Actions required	Responsibility and due date
Section 1- Board Governance			
Commissioners joined the meeting at 9.08am			
1.1	**Board only time**		
Tina Mitchell joined the meeting at 9.30am			
1.2	**CE only time**		
Zoe Morley and s9(2)(a) *joined the meeting at 9.46am*			
1.3	**Present and apologies** Apologies for Alastair Hercus were noted.		
1.4	**Interest Register/Conflicts of Interest**		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(b)(ii) s9(2)(a)		
1.5	**Confirmation of Board Minutes** The minutes of 20 November and 21 November 2025 were approved as true and correct with minor amendments.		
1.6	**Matters arising** The Board discussed: • upcoming renewal of the Directors and Officers insurance cover and whether the cover levels were sufficient • the minutes of 20 November 2025 noted the Board intended to ask s9(2)(a) to facilitate the Board effectiveness session in February 2026, however Propero was appointed instead, in consultation with the Chair and Chair of PCGC, because s9(2)(a) was unavailable.	Provide advice on protections under the NHI Act and other legislation for Commissioners alongside advice from our insurance broker on whether the current cover levels are adequate as part of the renewal of the D&O policy, noting the scope of cover and exclusions.	Chris Chainey & Zoe Morley May 2026
1.7	**Review action items**		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	The action items were discussed and reviewed.		
Chris Black, Andrea Brunner and Zoe Morley left the meeting at 10.04am			
	Enforceable undertaking relating to FMG Ruth Dyson assumed the role of Chair. FMA recently announced an Enforceable Undertaking with the insurer, FMG. Most of the period to which the undertaking relates overlaps with: • Chris Black's tenure as CEO of FMG • Andrea Brunner's tenure on the executive team of FMG • Zoe Morley's tenure as a senior leader at FMG. It was noted that Minister has been informed. The remaining Board members discussed and agreed that it does not give rise an actual or perceived conflict in relation to the operation of NHC.		
Chris Black, Andrea Brunner and Zoe Morley rejoined the meeting at 10.08am *Michala Beacham and Chris Chainey joined the meeting in person at 10.09am* *Kate Tod, Hamish Wall, Jo Horrocks and Rob Hodgson joined the meeting online at 10.10am*			
Section 2 - Key matters for discussion and approval			
2.1	**CE Report** The Board discussed: • the strong delivery position across both the SOPE and the Enterprise Business plan at the midpoint of the financial year • s9(2)(g)(i), s9(2)(i) [redacted]	s9(2)(i), s9(2)(j) [redacted]	Hamish Wall May 2026

	Agenda items & key discussion points	Actions required	Responsibility and due date
	• whether it was practical to use PPE to avoid asbestos and mould exposure given reporting has indicated that it is being found during rather than ahead of site visits.	s9(2)(i), s9(2)(j)	
Kate Tod, Hamish Wall, Jo Horrocks and Rob Hodgson left the meeting at 11.15am *The Board took a break from 11.15am to 11.30am* *Kate Tod, Hamish Wall and Jo Horrocks joined the meeting online at 11.30am* *Chris Chainey and Michala Beacham joined the meeting in person at 11.30am*			
2.2	**Draft 2026/27 Statement of Performance Expectations** The Board discussed: • support for the move to measuring 'outcomes' more than 'activities', and maintaining an external lens • the importance of Loss Modelling to NHC as a core capability and the need to retain a focus on further building our loss modelling capability in the SOPEs • the opportunity to take a value stream approach with inputs, outputs and outcomes all articulated. This may be particularly beneficial with areas where we seek to achieve a cumulative impact over time, such as resilience and related to that the benefits of research that is funded by NHC • the importance of continuity of measures year-on-year to see progress, and that work on the next Statement of Intent marks an appropriate point of reflection for any significant changes to measures. The Board: a) **discussed** and provided direction on the potential changes to 2026/2027 Statement of Performance Expectation measures.	Organise a Board and ELT site visit to the National Geohazards Monitoring Centre, Avalon, Lower Hutt for the afternoon of Tuesday 26 May 2026	Jo Horrocks May 2026
Erica Seville left the meeting at 11.54am *Jo Horrocks left the meeting at 12.11pm* *Michala Beacham, Kate Tod and Hamish Wall left the meeting at 12.16pm*			
Section 3 - Key matters for approval			

	Agenda items & key discussion points	Actions required	Responsibility and due date
s9(2)(a) *joined the meeting at 12.17pm*			
3.1	**Draft ILVR as at 31 December 2025** The Board: a) **accepted** the 31 December 2025 ILVR b) **accepted** the 31 December 2025 PBE IFRS 17 ILVR.		
3.2	**Management response to the Finity review of the approach to ILVR** The Board thanked management for the efficient and committed response to the ILVR issue in 2025 and discussed: • the Finity findings implemented already and noted that the rest of the recommendations are in train to be implemented • Management have been looking at the actuarial operating model and will bring various options to a future ARC meeting in the first instance. The Board: a) **noted** the findings of the Independent Actuarial Review b) **noted** that implementation of the recommendations from the Finity actuarial review is underway c) **noted** that management have completed a review of the last three years of ARC and Board minutes for ILVR papers with no significant findings.		
3.3	**On-sold valuation as at 31 December 2025** The Board: a) **endorsed** the valuation report ahead of the final report being provided to Treasury.		
s9(2)(a) *left the meeting at 12.37pm* *The Board took lunch break from 12.40pm to 1.00pm* *Erica Seville joined the meeting at 12.54pm*			

	Agenda items & key discussion points	Actions required	Responsibility and due date
Section 4 – Other matters for discussion			
s9(2)(a) *, Zoe Morley and Chris Chainey left the meeting at 12.59pm* s9(2)(a) *from* s9(2)(a) *joined the meeting at 1.00pm*			
4.1	**2025 Board Effectiveness Survey Results** The Board: a) **discussed** the results of the 2025 Board performance effectiveness survey results in Appendix B, and b) **agreed** actions identified in the Board discussion and how these will be followed up.	A follow up paper will be presented back to the Board in respect of refinements / changes to the current Governance Improvement Plan	Erica Seville April 2026
The Board took a break from 2.35pm to 2.45pm			
Section 5 – Other matters for approval			
s9(2)(a) *Zoe Morley and Chris Chainey joined the meeting at 2.40pm*			

5.1	**Finalising the Reinsurance Management Statement (REMS) and applying this to the 2026/27 Reinsurance Renewal** s9(2)(i), s9(2)(j) [redacted]		

	s9(2)(i), s9(2)(j) [redacted] • at present, this is considered the most appropriate basis for REMS and the upcoming 2026/27 reinsurance renewal given it most closely aligns with how international reinsurers consider and assess NHC’s risks, and given the ongoing work on the PRUE model, alongside the one-off nature of the actuarial pricing work that was undertaken in 2023. The Board: **Part A - Reinsurance Management Statement** a) **approved** the Reinsurance Management Statement (REMS), subject to minor wording changes in the document **Part B - 2026/27 Reinsurance Renewal** b) s9(2)(i), s9(2)(j) [redacted]		

	s9(2)(i), s9(2)(j) [redacted] c) **noted** that management will be seeking final approval from the Board on the programme structure and associated budget implications in April 2026 **Part C - 2026 Catastrophe Bond Reset** d) s9(2)(i) [redacted] e) **delegated** responsibility for resetting the catastrophe bond to the Chief Executive, in consultation with the Chair of the Capital Management Committee.		
5.2	**Statement of Investment Policies and Objectives (SIPO) implementation plan and progress update** The Board discussed: • Investment Committee Charter - change to quorum to three members and noted that of the three members, they must include either the CE or CFO. The Board: a) **approved** the Executive Investment Committee Charter, subject to amending the meeting quorum to three members and that the quorum must include either the CE or the CFO b) **approved** the Working Capital Management Policy.		
Kate Tod joined the meeting at 3.31pm			
5.3	**Review of the NDRM Assurance Framework**		

	The Board: a) **approved** the proposal to move to a strategic risk-based insight-led approach to NDRM assurance and the proposed changes to the framework.		
Chris Chainey left the meeting at 3.42pm			
5.4	**Renewal of the Natural Disaster Response Agreement (NDRA) and Data Agreement** The Board: a) approved giving notice to NDRM Insurers of the renewal of the NDRM agreements for a further three-year term, extending the expiry to 29 October 2029.		
Kate Tod left the meeting at 3.46pm *Rob Hodgson joined the meeting at 3.47pm*			
5.5	**Hyland OnBase contract extension** The Board: a) **approved** the Chief Executive to sign an agreement on behalf of the Natural Hazards Commission Toka Tū Ake, subject to legal endorsement, s9(2)(i), s9(2)(j) [redacted]		
Rob Hodgson left the meeting at 3.52pm *The Board took a break from 3.52pm to 3.55pm* *Chris Chainey joined the meeting from 3.55pm*			
Section 6 – Matters for noting			
6.3	**Financial reporting – December 2025** The Board discussed: • the overview of key BEFU assumptions and insights s9(2)(g)(i) [redacted]		

	The Board:
	
	a) **noted** the following comments on the December 2025 financial performance:
	
	• the reported surplus for the month was $34.1 million, favourable to the month's budget by +$37.0 million. This result was largely driven by:
	  ○ net levy revenue above budget (+$1.5 million)
	  ○ underwriting movements below budget (+$34.7 million)
	  ○ operating costs below budget (+$0.7 million)
	• cash and investments held at 31 December 2025 were $699 million which is made up of Natural Hazard Fund (NHF) $669 million and non-fund cash $30 million
	• NHF investments were compliant with all policies at 31 December 2025.		

Chris Chainey left the meeting at 4.10pm			
6.1	**Board work programme for 2025/26 – mid-year update** The Board: a) **noted** the Board work programme for 2025/26, with minor amendments.		
6.2	**Monthly Performance Dashboard – December 2025** The Board discussed and noted the report.		
6.4	**Verbal updates by Board subcommittee Chairs** The Board discussed: • **CMC –** February 2026 marked the first meeting of the CMC and focussed on the ongoing modelling work on PRUE, the strategic approach to loss modelling and the upcoming reinsurance renewal with market conditions appearing relatively positive, at this stage.		

	• **ARC** – the key items discussed at the February 2026 ARC meeting were presented at the February 2026 Board meeting.		
6.5	**Correspondence** The Board noted the correspondence.		
Section 7 – Other business			
7.1	**Any other business**		
Tina Mitchell, Zoe Morley and s9(2)(a) *left the meeting at 4.30pm*			
7.2	**Reflections**		
7.3	**Karakia**		
Meeting closed at 4.50pm			
The next Board meeting is scheduled for 25 March 2026 (online). These minutes are signed as a true and correct record. ________________ Chris Black Date Board Chair			