Natural Hazards Commission
Toka Tū Ake

Minutes of the meeting of the Board

9.17am – 4.40pm | 27 August 2026
Venue: NHC, 53 Princess St, Riccarton

Present:
Chris Black (Chair)
Alastair Hercus
Fiona Wilson
Scott Lewis
Erica Seville
Andrea Brunner
Godfrey Boyce
Carol Bellette

Apologies:

In attendance:
Tina Mitchell, Chief Executive
Chris Chainey, Chief Financial Officer
Jo Horrocks, Chief Resilience and Research Officer
Rob Hodgson, Deputy Chief Executive / Chief Data Officer
Michala Beacham, Chief Strategy Officer
Kate Tod, Chief Recovery Officer
Hamish Wall, Chief Canterbury Officer
s9(2)(a)
s9(2)(a) Minutes
s9(2)(a)
s9(2)(a)
s9(2)(a)

The meeting was declared open at 9.17am

	Agenda items & key discussion points	Actions required	Responsibility and due date
Section 1- Board Governance			
Commissioners joined the meeting at 9.17am			
1.1	**Board only time**		
Tina Mitchell joined the meeting at 9.58am			
1.2	**CE only time**		
The Board took a break from 10.15am to 10.25am s9(2)(a) *joined the meeting at 10.25am*			
1.3	**Present and apologies** No apologies were noted.		
1.4	**Interest Register/Conflicts of Interest**	Update the conflicts of interest for E Seville	s9(2)(a)

	Agenda items & key discussion points	Actions required	Responsibility and due date
	Erica Seville has provided updated interests for the register, effective 31 August 2026. The Board agreed that Chris Black's and Andrea Brunner's former employment with FMG did not prevent their participation in the FMG Fee Review and Cost Escalation papers (3.5 and 3.6), as the matters under discussion post-date their employment at FMG.		
1.5	**Confirmation of Board Minutes** The minutes of 25 June 2026 were approved as true and correct, with minor amendments.		
1.6	**Matters arising** The Chair requested that the June 2026 NDRM Performance Report be added to this Board pack, so that the full financial year 2025/26 is recorded.	Add 30 June 2026 NDRM Performance report to Board pack	s9(2)(a)
1.7	**Review action items** The action items were discussed and reviewed.		
Section 2 - Key matters for discussion and approval			
s9(2)(a) *joined the meeting at 10.40am*			
2.1	**Health, Safety, Security and Wellbeing Quarterly update** The Board discussed: • the updates in the paper, including both critical risks and the effectiveness of related critical controls as well as general health and safety risks s9(2)(h) • NHC's ability to maintain effective risk controls during acute and new response and recovery		

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	operations (in addition to normal 'BAU peace time') • progress against the SafePlus performance table and suggested additions, including the goal for each element and date for this to be achieved. The Board: a) **noted** management's assessment that NHC's HSSW system and critical controls operated effectively overall during the quarter, acknowledging the areas for further improvement identified in this paper b) **noted** that 16 HSSW events were reported during the quarter, comprising four hazards and 12 incidents, and that no notifiable injuries, incidents, or events were reported c) **noted** the areas where performance is below benchmark or controls are not yet fully implemented, including mandatory training, contractor-management assurance, Christchurch Office electrical testing, and selected physical security controls d) **noted** the proposed changes to NHC's approach to falls from height following external legal advice, and e) **discussed** whether the information provided gives the Board sufficient assurance that NHC's critical risks are understood, adequately controlled and monitored, and escalated appropriately, as required f) **noted** NHC's performance assessment across all categories of the SafePlus framework remains at the Performing level.	Update the SafePlus performance progress table	C Taylor
Michala Beacham, Kate Tod, Chris Chainey, Jo Horrocks and Hamish Wall joined the meeting at 11:05am			
2.2	**CE Report**		

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	The Board noted: • the Chief Executive's acknowledgement of Rob Hodgson's strong contribution as Acting Deputy Chief Executive from 1 July 2026, including his leadership of enterprise delivery and the Board pack while the CE focuses part of her role on PIRMS s9(2)(h) [redacted] • progress on the PIRMS project, with management aiming to outline high level considerations to the Board at a special Board meeting scheduled in September 2026 s9(2)(ba)(i) [redacted]		
2.3	**2026/27 Balanced Scorecard and Enterprise Business Plan** The Board: a) **approved** the proposed 2026/27 Balanced Scorecard, subject to the Chair approving updated targets in respect of overall homeowner experience and employee engagement scores b) **approved** the proposed 2026/27 Enterprise Business Plan subject to edits to clarify specific outcomes in relation to specific initiatives.	Management to review FY27 targets for overall homeowner experience and employee engagement and finalise with the Chair	R Hodgson
Michala Beacham, Kate Tod, Jo Horrocks and Hamish Wall left the meeting at 11.52am. s9(2)(a) [redacted] *joined the meeting at 11.55am*			

	Agenda items & key discussion points	Actions required	Responsibility and due date
3.2	**Insurance Liability Valuation Report** The Board discussed: • ARC's endorsement of the valuation as well as EY's assessment that the estimate was reasonable and appropriately supported • claim handling expenses and discretionary payments in respect of the remaining Canterbury portfolio. The Board: a) **accepted** the 30 June 2026 ILVR report.	November strategy day to include review of discretionary payments and settlements	C Chainey M Beacham s9(2)(a)
3.3	**Draft On-sold Valuation Report as at 30 June 2026** The Board noted additional application inflows will continue to be monitored as the programme progressively winds down, noting they are not considered a material risk to the remaining valuation assumptions. The Board: a) **endorsed** the valuation report and provision as at 30 June 2026, ahead of the final report being provided to Treasury.		
s9(2)(a) s9(2)(a)	*left the meeting at 12.04pm* *joined the meeting at 12.04pm*		
3.1	**Remuneration approach for 2026** The Board discussed the factors applied when setting an overall remuneration envelope, including alignment with the wider public service expectations, retention of staff, the overall workforce position in range, recognition high performance, affordability, and the intended transition toward a stronger pay-for-performance model.		

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	The Board: a) **approved** the remuneration approach (Option 2), allocating a greater amount for parity considerations and performance-based adjustments.		
s9(2)(a)	*left the meeting at 12.20pm* *The Board broke for lunch from 12.20pm to 12.58pm* *Michala Beacham joined the meeting at 12.58pm*		
2.4	**Statement of Intent** The Board discussed: • the principles that remain enduring in NHC's current strategic direction and framework • areas where NHC's strategic ambition, risk appetite, or emphasis may need to evolve over the coming four-year period • the external trends and changes that should most influence the strategy through to 2031 • the importance of defining NHC's longer term future state (i.e. over the horizon of two SOIs, equivalent to an eight year horizon) and working back from the end point of that horizon to distil the priorities and focus for the SOI period of 2027-2031. The Board: a) **endorsed** the proposed methodology, timeline and process for developing the Statement of Intent 2027–2031 and Statement of Performance Expectations 2027/28 b) **noted** that the Board's direction will inform a proposed level of strategic ambition and related organisational risk profile in respect of an evolved strategic framework for consideration at the November 2026 strategy workshop.		

	Agenda items & key discussion points	Actions required	Responsibility and due date
Michala Beacham and Chris Chainey left the meeting at 2.22pm *The Board took a break from 2.22pm until 2.38pm*			
Section 3 - Key matters for approval			
Chris Chainey joined the meeting at 2.38pm			
3.4	**Enhancing our approach to levy assurance** The Board discussed the proposed approach to levy assurance, which is based in the first instance on guidance, education and engagement, while reinforcing levy collectors' accountability for accurate levy interpretation, calculation, application, collection and payment to NHC. The Board: a) **noted** that accountability remains with insurers and brokers interpreting, calculating, applying, collecting and paying levies b) **noted** that the vast majority (98%) of the total levy is collected by insurers, the circa 2% collected via brokers, is equally important in terms of completeness and accuracy. c) **approved** the proposed activities to strengthen levy assurance over the next 12 months, including improved guidance, education, engagement with levy collectors, support for significant system changes, and better use of existing information and data d) **noted** that management will report back to the Board in September 2027 on the effectiveness of these activities and provide advice on whether additional verification activities are necessary, proportionate, and feasible under current legislative settings.		
5.1	**Review of Risk Financing Strategy**		

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	The Board: a) **approved** the proposed updates to the Risk Financing Strategy 2025-2030 b) **noted** the next review of the risk financing strategy is due in 2029 unless there is a substantive change which necessitates an earlier review and update to the Board.		
5.2	**Corporate Policy review** The Board: a) **approved** changing the endorser and approval level for the Disciplinary Policy: i. endorser from the Chief People Officer to the People, Culture and Governance Board Committee and in turn ii. approval from the Chief Executive to Board approval b) **approved** changing the endorser and approval level of the Direct NHCover Policy from the: i. Audit and Risk Committee to the Chief Financial Officer and in turn ii. Board to Chief Executive approval. c) **noted** that in June 2026 the Audit and Risk Committee endorsed these recommendations and that management will continue to update ARC annually on use of the Direct NHCover Policy. d) **approved** updating the policies to reflect the new NHC organisational structure effective 1 September 2026		
5.3	**Corporate policies for approval** The Board: a) **approved** the reviewed and updated:		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	i. Privacy Policy, subject to a minor edit. ii. Disclosure of Conflicts of Interest Policy.		
Chris Chainey left the meeting at 3.16pm *Kate Tod joined the meeting at 3.16pm*			
3.5	s9(2)(i) [redacted]		
Michala Beacham and Hamish Wall joined the meeting at 3.24pm			
3.6	s9(2)(h) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(h) [redacted]		
Michala Beacham, Kate Tod, Hamish Wall left the meeting at 3.43pm			

Section 4 – Other matters for discussion			
4.1	**PIRMS update** This item was covered under 2.2 of the CE report.		
Section 6 – Matters for noting			
6.1	**HRIS and Payroll Implementation Project update** The Board: a) **noted** that the project is progressing towards the planned go-live and remains within the overall approved $3.057 million implementation budget envelope. b) **noted** that due to resourcing constraints, the project is taking a staged approach to implementing and testing organisational changes, remuneration, meaning the go live will now be later in October 2026. c) **noted** that the recent approval of the Employment Leave Bill will not impact the October 2026 launch as there is a two-year transition period before coming into effect further noting NHC will work with its external implementation partner on the transition approach as additional information becomes available.		
6.2	**Monthly performance dashboard – June 2026** This item was covered under 2.2 of the CE report.		
6.3	**Verbal updates by Board subcommittees** The Board discussed: • the PCGC meeting which discussed Chief Executive succession planning, Executive Leadership Team performance assessments, the proposed approach to the 2026 Board effectiveness review, and Commissioner		

	development opportunities including AI sessions • the Audit and Risk Committee (ARC) which only met once to consider the Insurance Liability Valuation Report (ILVR) • the Capital Management Committee (CMC) has not met since the last Board meeting in June 2026.		
6.4	**Correspondence** s9(2)(ba)(i)		
Section 7 – Other business			
7.1	**Any other business** • Carol Bellette and Godfrey Boyce expressed their appreciation for a very comprehensive induction week.		
Tina Mitchell, Rob Hodgson, s9(2)(a) *left the meeting at 4.00pm*			
7.2	**Reflections**		
7.3	**Karakia**		
The meeting ended at 4:40pm			
Meeting closed at 4.40pm			
The next Board meeting is scheduled for 28 September 2026, in Wellington. These minutes were approved as a true and correct record. _____ Chris Black Date Board Chair			