Natural Hazards Commission
Toka Tū Ake

Minutes of the meeting of the Board

9.00am – 4.20pm | 28 August 2025
Venue: NHC, 53 Princess Street, Riccarton

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
Catherine Taylor, Chief People Officer
Jo Horrocks, Chief Resilience Officer
Rob Hodgson, Chief Data Officer
Michala Beacham, Chief Strategy Officer
Kate Tod, Chief Recovery Officer
Hamish Wall, Chief Canterbury Officer
Zoe Morley, Director OCE
s9(2)(a) [redacted], Minutes
s9(2)(a) [redacted]
s9(2)(a) [redacted]
s9(2)(a) [redacted]

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 joined the meeting at 10.01am			
1.2	**CE only time**		
Zoe Morley s9(2)(a) [redacted] *joined the meeting at 10.08am*			
1.3	**Present and apologies** Apologies were noted for Alastair Hercus.		
1.4	s9(2)(a) [redacted]		

	Agenda items & key discussion points	Actions required	Responsibility and due date
	s9(2)(a) [redacted]		
1.5	**Confirmation of Board Minutes** The minutes of 26 June 2025 were approved as true and correct.		
1.6	**Matters arising** There were no matters arising.		
1.7	**Review action items** The action items were discussed and reviewed.		
Chris Chainey, Catherine Taylor, Jo Horrocks, Rob Hodgson, Michala Beacham, Kate Tod and Hamish Wall joined the meeting at 10.14am			
Section 2 - Key matters for discussion and approval			
2.1	s9(2)(a) [redacted] s6(d) [redacted]	Circulate the link to the work by Consumer NZ on the rising costs of insurance	Zoe Morley September 2025

	Agenda items & key discussion points	Actions required	Responsibility and due date
The Board took a break from 10.32am to 11.05am			
2.2	**2024-25 Balanced Scorecard & Enterprise Business Plan results** The Board: a) **noted** and **discussed** the FY24-25 results against the targets in the SoPE, Balanced Scorecard and Enterprise Business Plan b) **noted** the iterative progress against the 2024-28 Statement of Intent.		
2.3	**2025-26 Enterprise Business Plan** The Board noted: • the Balanced Scorecard was a continuation of the approach in previous years, with KRA 3 targets largely reflecting SOPE targets for the year. The Board: a) **approved** the proposed 2025-26 balanced scorecard with the following changes: • satisfaction scores for overall homeowner satisfaction experience to change to 65% for KRA 4 and 68% for KRA 5 • metrics for the Canterbury recovery to change to 350 for KRA 4 and 325 for KRA 5. b) **approved** the proposed 2025-26 balanced scorecard and enterprise business plan, subject to a review of the wording for action items 02 (Data & Analytics Roadmap) and 13 (NDRM Data enhancements) to be more outcomes orientated.	Management to define 'maturity' in relation to the NDRM as part of the NDRM update paper in September Management to review the SoPE, the Loss Modelling Strategy and the EBP to ensure alignment on loss modelling initiatives (transfer to Loss Modelling & Risk Financing Board subcommittee action register)	Kate Tod/ Chris Chainey/ Rob Hodgson September 2025 Rob Hodgson October 2025
Chris Chainey, Catherine Taylor, Jo Horrocks, Rob Hodgson, Michala Beacham, Kate Tod and Hamish Wall left the meeting at 12.27pm *The Board took a break from 12.28pm to 12.55pm* *Catherine Taylor, Kate Tod and Hamish Wall joined the meeting at 12.55pm* *Kate Tod and Hamish Wall left the meeting at 1.07pm*			

	Agenda items & key discussion points	Actions required	Responsibility and due date
2.4	**Health, Safety, Security, and Wellbeing Quarterly Update - 1 April to 30 June 2025** The Board: a) **discussed** the health and safety management system, critical risk controls, and processes and noted that these are understood and being applied effectively at NHC Toka Tū Ake b) **noted:** • the updates in the quarterly HSSW report for the period from 1 April to 31 June 2025 (Appendix A) • the draft PWC internal audit findings for the health and safety component of the NDRM • the 2025 SafePlus assessment resulting in an uplift of rating to 'Performing' and the recommendations made as a result of the findings s9(2)(a) [redacted] s6(d) [redacted] d) **noted** the progress made against the full year 2024/2025 HSSW work programme (Appendix B).		

Section 5 – Other matters for approval			
5.1	**Remuneration approach for 2025** The Board discussed: • the guidance provided by the Public Service Commission on acceptable remuneration increases • the limits of the already approved budget • the need for a sustainable plan for future years, and adequate provision in BEFU. The Board: a) **noted** the high-level allocation of the Board-approved 2025 remuneration increase budget b) **approved** the 2025 remuneration approach.		
Catherine Taylor left the meeting at 1.44pm			
Section 3 - Key matters for approval			
Chris Chainey, Hamish Wall and s9(2)(a) [redacted] *joined the meeting at 1.45pm*			
3.1	**ILVR as at 30 June 2025 cover paper** The Board discussed: • that EY had noted that while the valuation estimates were considered optimistic in its assessment they were still within an acceptable range, albeit at the lower end of the range • NHC Toka Tū Ake has recently identified three categories of costs that have not previously been included in the forward liability but for which an estimate can, and should now be made - direct expert fees, unclaimed damage and s9(2)(i) [redacted] Those categories have therefore been included in the ILVR for 30 June 2025 for the first time s9(2)(g)(i) [redacted]	Develop Terms of Reference for an independent review of the approach to the ILVR and share with the Board Chair of the Loss Modelling and Risk Financing Board Subcommittee	Chris Chainey September 2025

	s9(2)(g)(i) [redacted] The Board: a) **accepted** the 30 June 2025 ILVR b) **noted** the ILVR has completed EY audit clearances with the exception of further refinements to one paragraph that explains the rationale for making no allowance for the reopening of claims that have been closed for 12 years s9(2)(g)(i) [redacted]		

	s9(2)(g)(i) [redacted]		
s9(2)(a) [redacted] *left the meeting at 2.10pm* s9(2)(a) [redacted] *joined the meeting at 2.11pm*			
3.2	**On-sold Provision as at 30 June 2025** The Board: a) **endorsed** the valuation report ahead of the final report being provided to Treasury.		
s9(2)(a) [redacted] *and Hamish Wall left the meeting at 2.16pm*			
3.3	**Risk financing strategy and reinsurance management statement (REMS)** The Board noted: • that both the risk financing strategy and reinsurance management statement represent an important step forward in the development of our overall risk financing framework. The Board: a) **approved** the updated Risk Financing Strategy 2025-2030 for publication on NHC Toka Tū Ake's external website, subject to minor amendments b) **provided feedback** on the draft Reinsurance Management Statement.		
Chris Chainey left the meeting at 2.48pm *The Board took a break from 2.48pm to 3.05pm* *Michala Beacham, Hamish Wall, Kate Tod and* s9(2)(a) [redacted] *joined the meeting at 3.06pm*			
3.4	s9(2)(h) [redacted]		

	s9(2)(h)		
Michala Beacham, Kate Tod, s9(2)(a) *left the meeting at 3.21pm*			
3.5	s9(2)(j)		
Hamish Wall left the meeting at 3.34pm			
Section 4 – Other matters for discussion			
4.1	s9(2)(f)(iv)		

	s9(2)(f)(iv)		
Kate left the meeting at 3.44pm *Chris Chainey and Rob Hodgson joined the meeting at 3.45pm*			
3.6	s9(2)(f)(iv)		
Rob Hodgson left the meeting at 3.56pm			
Section 6 – Matters for noting			
6.1	**Monthly performance dashboard – June 2025** The Board noted the dashboard.		
Chris Chainey left the meeting at 4.00pm *Michala Beacham left the meeting at 4.02pm* *Tina Mitchell, Zoe Morley and* s9(2)(a) *left the meeting at 4.06pm*			

6.2	**Financial reporting – June 2025** The Board: a) **noted** the following comments on the draft June 2025 financial performance: • the June financial results presented are draft and subject to audit and ILVR changes • the reported surplus for the month was $55.2 million, favourable to month budget by +$31.8 million. This result was largely driven by: o net earned premium revenue above budget (+$9.6 million) o underwriting movements above budget (+$22.5 million). • Bank & Investments held at 30 June 2025 were $551 million (Natural Hazard Fund $496 million and Non-fund cash $55 million) • the reported surplus for the year ended 30 June 2025 was $386.3 million, favourable to budget by +$13.6 million • NHF investments were compliant with all policies at 30 June 2025.		

6.3	**Verbal updates by Board subcommittee Chairs** The Board noted substantive updates on key topics discussed at subcommittees had been given during the course of the meeting.		
Section 7 – Other business			
7.1	**Any other business**		
7.2	**Reflections**		
7.3	**Karakia**		
Meeting closed at 4.20pm			

The next Board meeting is scheduled for 25 September 2025 (Wellington).
These minutes were approved as a true and correct record.

Chris Black
Board Chair

Date