



The foundation from which we stand strong, together.

Statement of Intent

2024-2028



This Statement of Intent (SOI) is a formal public accountability document required under section 139 of the Crown Entities Act 2004. It outlines the Natural Hazards Commission Toka Tū Ake strategy for the period 1 July 2024 to 30 June 2028 along with our strategic intentions and how we will know we've been successful in achieving the outcomes we seek.



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Foreword from the Board Chair and Deputy Chair

We are proud to present this Statement of Intent to set out the Natural Hazards Commission Toka Tū Ake (NHC Toka Tū Ake) strategy for the period 1 July 2024 to 30 June 2028.

Since 1945, the EQC scheme (now the natural hazards scheme) has been one of the New Zealand Government's key policy interventions to manage the financial impact of significant natural hazard events on New Zealand and its people.

Over the years, NHC Toka Tū Ake and the natural hazards scheme have evolved to meet the changing needs of New Zealanders, government priorities, advances in technology and our understanding of the risks and perils covered by NHC Toka Tū Ake.

New Zealand is highly exposed to natural hazard risks, including a range of hazards driven by geological movement within the Earth's crust, such as earthquakes and volcanoes. The impact of climate change means we also face increasing exposure to events originating above the ground, including severe weather events. It is important the scheme is set up to handle the impacts of both these types of events: those like the 2023 North Island Weather Events which we know will increase in frequency and severity as a result of

climate change, as well as the infrequent but invariably much larger events caused by earthquakes and volcanic activity, and the secondary events such as landslips and tsunami that often come with these.

We all want our country to stand strong through times of adversity caused by natural hazards. NHC Toka Tū Ake exists to help New Zealanders prepare for and recover from natural hazards. We manage the natural hazards scheme, which provides our nation with vital end-to-end protection; from our resilience work, through to being prepared for the next event, and then providing the first layer of residential insurance after an event strikes.

We fund research and education on natural hazards and ways of reducing their impact and we share this expertise to help build community resilience. We aim to inform, enable and influence choices and decisions to reduce vulnerability and the exposure of New Zealand's built environment to natural hazard events. There is more work to do in this area and this will be a key priority for us over the coming four years. We are aiming to build on the gradual shift we have seen in public awareness and understanding over recent years, partly fuelled by the impacts of the North Island Weather Events in early 2023.

NHC Toka Tū Ake also provides NHCover, our country’s natural hazards insurance for homes and residential land, which almost everyone has access to if they have home insurance with fire cover. NHCover enables home insurance to remain accessible in New Zealand, despite the multitude of hazards we face as a country. New Zealand has one of the highest levels of home insurance in the world, with our cover for residential land being unique. This level of protection is crucial to help communities recover after large-scale events and allows the private insurance market to participate as second loss insurers.

Risk financing in the form of reinsurance is a critical part of what NHC Toka Tū Ake does. In addition to managing the Natural Hazard Fund, it helps ensure we have the money available to pay claims arising from a single or multiple natural hazard events.

While the global reinsurance market has become more challenging in recent years after a variety of costly natural disasters internationally, our national scheme is highly regarded around the world. The global reinsurance community has high confidence in our science, our knowledge of the risks we face, and the way we operate the natural hazards scheme.

While insurance is a crucial element when recovering from natural hazard events it cannot, of course, alleviate all the financial and non-financial impacts for individuals, whānau, communities and society. That is why the upstream focus we have on strengthening resilience is so important. Our work in the resilience area is designed to prevent and reduce natural hazard impacts, and to put systems and processes in place that are ready to enable more effective recovery.

NHC Toka Tū Ake helps strengthen resilience by investing in science and research and using that information to inform our understanding of risk (through loss modelling) and encourage more informed decision-making at all levels of society: homeowners, potential homeowners, local and regional councils, and central government policy-makers.

In closing, NHC Toka Tū Ake has an aspiration that at the conclusion of the period of this Statement of Intent (June 2028), people right across New Zealand consider natural hazard risk as a key element in their policy and decision-making simply as a matter of course.



Chris Black
Board Chair
20 June 2024



Ruth Dyson
Deputy Board Chair
20 June 2024



Kupu takamua nā te heamana rāua ko te heamana tuarua o te poari

E poho kererū ana mātou ki te tuku i tēnei *Tauākī Whakamaunga Atu* hei whakatakoto i te rautaki a te Natural Hazards Commission Toka Tū Ake (NHC Toka Tū Ake) mō te wā atu i te 1 o Hūrae i te tau 2024 ki te 30 o Hune i te tau 2028.

Mai i te tau 1945, kua tū mai te hōtaka EQC (ināianei ko te hōtaka matepā māori) hei tētahi o ngā mahi kokoti kaupapa here matua a te Kāwanatanga o Aotearoa hei whakahaere i te pānga ā-ahumoni o ngā pānga aituā māori ki Aotearoa, ki ōna tāngata anō hoki.

I roto i ngā tau, kua whanake haere a NHC Toka Tū Ake me te hōtaka aituā māori hei whakatutuki i ngā hiahia e panoni haere ana o ngā tāngata o Aotearoa, i ngā whakaarotau a te kāwanatanga, i ngā nekehanga whakamua o te hangarau, i tā tātou mārāma hoki ki ngā tūraru, ki ngā mōrearea hoki e kapi ana i a NHC Toka Tū Ake.

E tino huraina ana a Aotearoa ki ngā tūraru matepā māori, tae atu ki ētahi matepā e kōkirihia ana e te nekehanga ā-nuku i roto tonu i te kiri o te ao, pērā i ngā rū whenua, i ngā puia hoki. I runga i te pānga o te āhuarangi hurihuri kei te aro atu hoki mātou ki te huranga nui ake ki ngā pānga ka ahu mai i runga i te papa, tae atu ki ngā pānga huarere kino. He mea nui kia whakaritea te hōtaka hei eke i ngā pānga o

ēnei momo pānga e rua: arā, ko ngā pānga pērā i ki ngā Pānga Huarere i te Ika-a-Māui i te tau 2023 e mōhio nei tātou ka piki haere te auau, te taumaha hoki o ērā hei hua o te āhuarangi hurihuri, ā, pērā i ngā pānga nui rawa ake engari he iti iho te auau ka pūtakea mai i ngā rū whenua, i te hūnga puia anō hoki, me ngā pānga tuarua pērā i ngā horowhenua, i ngā tainiwhaniwha he auau te haere tahi ki ēnei mea.

Kei te hiahia tātou katoa kia tū pakari ai tō tātou motu ā roto i ngā wā taumaha ka pūtakea mai i ngā matepā māori. Kei konei a NHC Toka Tū Ake hei āwhina i te hunga o Aotearoa kia takatū ai, kia whakaora ai hoki i ngā matepā māori. Kei te whakahaere mātou i te hōtaka matepā māori, ka tuku ai ki tō tātou motu i te whakahaumarutanga mai i te tīmatanga ki te whakamutunga, mai i ā mātou mahi aumangea tae noa atu ki te noho takatū mō te pānga whai muri mai, kātahi ka tukuna te paparanga tuatahi o te rīanga ā-noho ā muri i te pānga mai o tētahi pānga.

Kei te utu mātou i te rangahau, i te akoranga hoki mō ngā matepā māori, me ngā ara hei whakaiti i ngā pānga o ērā, ā, kei te tiri mātou i ēnei pūkenga hei āwhina ki te hanga i te aumangea ā-hapori. E whai ana mātou ki te whakamōhio atu, ki te whakaahehi atu, ki te whakaaweawe hoki i ngā kōwhiringa, i ngā whakatau hoki hei whakaheke i te whakaraerae, i te huranga



hoki o te taiao ā-hanga o Aotearoa ki ngā pānga matepā māori. E toe tonu ana ētahi mahi hei mahi mō te take nei, ā, ka noho tēnei hei whakaarotau matua mō mātou ā roto i ngā tau e whā e heke mai nei. E whai ana mātou ki te whakapakari anō i te āta nekehanga kua kitea e mātou i te mōhiotanga, i te māramatanga hoki o te marea i ngā tau tata nei, ko tētahi o ngā mea i pēnei ai ko ngā pānga o ngā pānga huarere i te Raki o Te Ika-a-Māui i te tīmatanga o te tau 2023.

Kei te tukuna hoki e NHC Toka Tū Ake te NHCover, arā ko te rīanga matepā māori o tō tātou motu mā ngā kāinga, mā te whenua ā-noho, e wātea atu ana ki te katoa mēnā kei a rātou te rīanga tūmataiti me te kapi ā-ahi. E whakaahei ana te NHCover kia noho hei mea tomopai tonu te rīanga i Aotearoa, ahakoa ngā tini matepā e arohia ana e te motu. Kei a Aotearoa tētahi o ngā taumata tino nui rawa atu o te rīanga ā-kāinga i te ao, ā, he ahurei tā tātou kapi mō te whenua ā-noho. He mea waiwai tēnei taumata o te whakahaumarutanga hei āwhina i ngā hapori ki te whakaora ake i muri i ngā pānga hōkai-rahi, ā, e tukuna ana kia whai wāhi mai te mākete rīanga tūmataiti hei kairīanga ngaronga tuarua.

Ko te tuku pūtea ki te tūraru hei rīanga-anō ko tētahi wāhanga waiwai o tā te NHC Toka Tū Ake mahi. Hei tāpiri atu ki te whakahaere i te Natural Hazard Fund, mā konei e āwhina te whakarite kei a tātou te pūtea hei utu i ngā kerēme ka ahu mai i ngā pānga matepā māori takitahi, takitini rānei.

Ahakoa kua piki ake te taumahatanga o te mākete rīanga-anō ā-ao i ngā tau tata nei, whai muri i ētahi aituā māori ā-ao, e whakautehia nuihia ana tā tātou hōtaka ā-motu huri noa i te ao. He nui te whakapono a te hapori rīanga-anō ā-ao ki tā tātou pūtaiao, ki tō tātou mātauranga mō ngā tūraru e arohia ana e tātou, ki te āhua hoki o tā tātou whakahaere i te hōtaka.

Ahakoa he waehanga waiwai te rīanga ina whakaora ake ana i ngā pānga matepā māori ehara tonu tē taea tana whakamāmā i ngā pānga katoa ahakoa he pānga ā-ahumoni, kore-ahumoni rānei mā ngā tāngata, mā ngā whānau, mā ngā hapori, mā te pāpori anō hoki. Nā konei i tino whakahirahira ai tā mātou aronga reremua ki te whakapakari i te aumangea. I hoahoatia ā mātou mahi mō te kaupapa o te aumangea hei ārai, hei whakaiti hoki i ngā pānga matepā māori, ā, hei whakatakoto i ngā pūnaha, i ngā tukanga e riterite ana ki te whakaahei i te whakaoranga pai ake.

Ka āwhina a NHC Toka Tū Ake hei whakapakari i te aumangea mā te haumi ki te pūtaiao, ki te rangahau hoki, me te whakamahi i taua mōhiotanga hei whakamōhio mai i tā mātou mārama ki te tūraru (mā te whakatauiria ngaronga) me te āki kia kaha ake te mahi whakatau i runga i te mōhiotanga ki ngā kōeke katoa o te pāpori: arā, mā ngā rangatira kāinga, mā ngā tāngata ka tū mai pea hei rangatira kāinga, mā ngā kaunihera ā-rohe, ā-takiwā hoki, mā ngā kaihanga kaupapa here i te kāwanatanga ā-motu anō hoki.

Hei whakakapi, he wawata nō NHC Toka Tū Ake, mutu ai te roanga o tēnei Tauākī Whakamaunga Atu (hei a Hune ā te tau 2028) kua whakaarohia noatia e ngā tāngata puta noa i Aotearoa ko te tūraru matepā māori ko tētahi āhuatanga matua noa o tā rātou mahi kaupapa here, mahi whakatau hoki.



Chris Black
Heamana o te Poari
20 June 2024



Ruth Dyson
Heamana Tuarua o te Poari
20 June 2024





Natural Hazards Commission Toka Tū Ake: who we are, what we do and why

History

Established in 1945, the natural hazards scheme is New Zealand's unique response to our country's active geological environment.

The natural hazards scheme exists to provide New Zealanders with an accessible, sustainable way to manage financial impacts of natural hazard events. The natural hazards scheme provides natural hazards insurance for residential property and land, and funds research and education on natural hazards and ways of reducing their impact.

The Natural Hazards Commission Toka Tū Ake administers the Natural Hazard Fund to manage the natural hazards scheme. We protect the value of the Natural Hazard Fund through reinsurance. We also provide policy advice to the Government on how to best manage the Crown's liability for natural hazards insurance and improve the efficiency of the natural hazards scheme.

In 2021, we partnered with a range of private insurers to introduce a claims management model where Natural Hazard Cover (NHCover) claims are managed by insurers on our behalf. This model means homeowners have a single point of contact for all their claims, including NHCover.

The Natural Hazards Commission Toka Tū Ake continues to directly manage NHCover claims from the small number of homeowners not covered by the model.

On 1 July 2024, the Natural Hazards Insurance Act 2023 (NHI Act) replaced the EQC Act 1993. On the same date, we adopted a new name: Natural Hazards Commission Toka Tū Ake (NHC Toka Tū Ake). Our new name reflects the fact that the natural hazards scheme does more than cover damage from earthquakes. It also covers landslides, volcanic activity, tsunamis, hydrothermal activity, storms, and floods. Our name in te reo Māori is recognised in the NHI Act and means 'the foundation from which we stand strong, together'.

The adoption of new legislation and a new name is a significant milestone for our organisation. The NHI Act makes changes across many aspects of the natural hazards scheme, while keeping homeowners at the heart of everything we do.

Importantly, the new Act broadens our resilience and research mandate. NHC Toka Tū Ake is increasingly relied on for our expertise in generating, translating and applying natural hazard risks data and information. We are committed to sharing information that helps people reduce the risk from natural hazards and build resilience.

By broadening the scope of our role in resilience, the NHI Act enables us to pursue our vision that natural hazards resilience becomes embedded in all aspects of decision-making for our homes, towns and cities.

With our new name and new legislation, we are focused on continuing to support New Zealanders to prepare for and recover from natural hazard events today and into the future.

Role, purpose and functions

The primary objective of NHC Toka Tū Ake is to reduce the impact of natural hazards on people, property and the community. Our functions are to:

- facilitate research and education, and contribute to the sharing of information, knowledge and expertise on natural hazard risks, impacts and resilience
- collect the levy for the insurance provided under the NHI Act
- manage the Natural Hazard Fund, including by investing in the Fund in accordance with the NHI Act
- arrange reinsurance or other risk transfer products for all or part of NHCover
- administer NHCover when claims arise
- support the Minister in performing their functions, including by providing information, knowledge and expertise
- monitor compliance with the Act
- investigate possible offences against the Act, and enforce the Act

- undertake additional functions specified in legislation or conferred by the Minister.

In 2019, NHC Toka Tū Ake was asked to perform two additional Canterbury earthquake-related functions:

- administer the support package established by the Crown for qualifying owners of on-sold properties
- act as an agent for Southern Response Earthquake Services Limited (SRES), to administer open insurance claims against SRES for damage arising from the Canterbury earthquake sequence.

How the scheme supports homeowners after an event

At its heart, NHCover exists to support people back into their homes after a natural hazard event.

Homeowners with private insurance for their homes that includes fire cover are entitled to NHCover for loss or damage from earthquakes, volcanic activity, landslides, hydrothermal activity, tsunami and natural hazard fire. Residential building cover is capped at a maximum amount of \$300,000 + GST per dwelling.

NHCover also applies to some land damage from storms and floods. It is one of the few insurance schemes in the world that covers natural hazard damage to residential land, although the cover is subject to limitations set out in the NHI Act.



NHCover for land is intended to cover the land needed to support or access a home. It is usually limited to land that is within a property boundary including land under a home and outbuildings (for example a shed or garage), land within eight metres of a home and outbuildings, and the land under or supporting a main accessway, up to 60 metres from a home.

It also provides some cover for bridges and culverts and some retaining walls that are necessary to support or protect the home, outbuildings or insured land.

For damage to residential land, NHCover will pay the **lesser** of either:

- the cost to repair or reinstate the damaged land (less excess), or
- the NHCover land cover cap (less excess).

How the scheme supports homeowners more generally

While insurance is a crucial element of effective recovery, it cannot alleviate all the impacts of natural hazards on individuals, whānau, communities and society.

It is also essential that we try to reduce natural hazards in the first place or lessen the impacts of those hazards. This is why the NHI Act increased our focus on resilience, making clear our role in informing, enabling and influencing decisions that can reduce New Zealand's vulnerability and exposure to natural hazards.

Increasing community resilience is a priority, and we have an extensive resilience work programme that supports community education and invests in natural hazards research.

New Zealanders can have confidence their claims will be paid because the NHCover is funded by levies, reinsurance and a Crown guarantee.

Purpose of this Statement of Intent

This *Statement of Intent 2024-2028* (SOI) sets out the NHC Toka Tū Ake strategy for the period 1 July 2024 to 30 June 2028. It outlines our strategic priorities and how we will measure our success in achieving the strategic outcomes we seek. It also describes our organisation enablers, which are the foundations on which our success will be built.

This four-year SOI should be read in conjunction with our annual *Statement of Performance Expectations* (SoPE). Performance against the measures in our annual SoPE is assessed and reported monthly to our Board of Commissioners, The Treasury as our monitoring agency, and yearly in our annual report. NHC Toka Tū Ake publishes its SoPE, annual report, and monthly performance updates on its website.

Our strategic framework

The NHC Toka Tū Ake strategic framework defines our strategic focus and gives us a clear vision of what we are working to achieve. For our insurer partners, stakeholders, communities and homeowners, it illustrates our core purpose and exemplifies how our actions deliver on our intentions. In essence, the strategic framework contains the complete vision for our organisation, encapsulating who we are and what we are trying to achieve.

The NHI Act came into force on 1 July 2024, and on the same date we embarked on the first year of this *Statement of Intent 2024-2028*. This presented us with an opportunity to review the strategic framework and ensure it aligns with our strategic direction over the coming four years. Our new strategic framework is set out on page 14.

The strategic framework aligns with the NHI Act by including a greater focus on resilience and making homeowners and communities more visible in our overarching strategy. It also recognises the value of our people and enabling functions – the foundations of our success.

By incorporating our four strategic priorities of resilience, readiness, risk financing, and recovery, the new strategic framework provides a clear explanation of our areas of work and the things that are most important for us to deliver during the timeframe of the SOI.

The strategic framework is designed to be aspirational, measurable and tangible – something our people, and all New Zealanders, can look to for guidance as we collectively navigate the natural hazard risk environment over the coming years.



Our vision
To be a world-class public insurance scheme that reduces the impact of natural hazards on people, property, and the community

Our priorities

<p>RESILIENCE</p> <p>Strengthen RESILIENCE by building knowledge and understanding of natural hazard risks to improve decision-making</p>	<p>READINESS</p> <p>Continuously enhance our READINESS for natural hazard events</p>	<p>RISK FINANCING</p> <p>Use our RISK FINANCING expertise to manage the fiscal risks of providing natural hazards insurance cover</p>	<p>RECOVERY</p> <p>Support homeowner and community RECOVERY by working with our partners to deliver a transparent, timely, high-quality and responsive process for natural hazards insurance claims</p>
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Our outcomes

<p>Stronger homes built on better land: decision-makers, homeowners, and communities understand natural hazard risks and take action to reduce risk and build resilience</p>	<p>NHC Tokā Tū Ake and its partners are prepared to deliver the best possible claims process when a natural hazard event occurs</p>	<p>Homeowners have an accessible, sustainable way to help manage financial impacts of natural hazard events</p>	<p>Homeowners receive settlements that support effective recovery after natural hazard events</p>
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Our success is enabled by:

<p>Effective and responsive communication that ensures we share our expertise, and learn from and work with homeowners, communities, and our partners</p>	<p>Being trusted experts in natural hazards insurance, risk financing, and natural hazards risk and resilience</p>	<p>Delivering impact through collaborative, long-term relationships including the Natural Disaster Response Model</p>	<p>Advice and actions grounded in science and evidence and enabled by data, technology, and insights</p>	<p>Having a growth culture where our people feel safe, connected, empowered, valued and engaged</p>
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Priorities, outcomes and enablers

The strategic priorities are the basis of our strategic planning. They describe the work we do, what we intend to deliver in the medium term (the four years covered by our *Statement of Intent 2024-2028*) and how we will allocate resources to progress our long-term strategy.

There is one priority for each of our four output classes – resilience, readiness, risk financing, and recovery. If we deliver our strategic priorities in accordance with our roles and responsibilities as set out in our governing legislation, we will achieve our vision of being a world-class public insurance scheme that reduces the impact of natural hazards on people, property and the community.

Our strategic outcomes describe the difference we want NHC Toka Tū Ake to make for homeowners and New Zealanders more broadly. Achieving these outcomes is what success looks like for NHC Toka Tū Ake.

We will only be able to achieve these outcomes if we have exceptional enablers underpinning all the work we do. Our new strategic framework shows the organisational capability we need, and the enablers required to achieve the desired outcomes.

Our measures, which are set out fully in the SoPE, then define how we will know whether we are on track to deliver our strategic priorities and outcomes over the next four years.

Where we will focus over the next four years (priorities)	The difference we want to make for New Zealanders (outcomes)	How we will know we are on track (measures)	Output classes in Statement of Performance Expectations
Strengthen resilience by building knowledge and understanding of natural hazard risks to improve decision-making	Stronger homes built on better land: decision-makers, homeowners and communities understand natural hazard risk and take action to reduce risk and build resilience	<ul style="list-style-type: none"> Measuring our research impact Assessing our loss modelling capability Evaluating our impact on policy, planning and practice Quantifying public understanding of natural hazards and public action on natural hazard risks 	Class one: Resilience



Where we will focus over the next four years (priorities)	The difference we want to make for New Zealanders (outcomes)	How we will know we are on track (measures)	Output classes in Statement of Performance Expectations
Continuously enhance our readiness for natural hazard events	NHC Toka Tū Ake and its partners are prepared to deliver the best possible claims experience when a natural hazard event occurs	<ul style="list-style-type: none"> • Delivering an implementation plan for lessons learned and fostering continuous improvement • Conducting assurance and oversight where claims are managed by insurer partners • Testing event readiness for a significant event • Measuring trust and confidence in the scheme's readiness to respond 	Class two: Readiness
Use our risk financing expertise to manage the fiscal risks of providing natural hazards insurance cover	Homeowners have access to an accessible, sustainable way to help manage financial impacts of natural hazard events	<ul style="list-style-type: none"> • Obtaining appropriate reinsurance cover • Reviewing our risk financing strategy annually • Collecting expected levies • Delivery of an investment strategy and framework based on parameters provided in the Crown's Funding and Risk Management Statement (FRMS) 	Class three: Risk financing
Support homeowner and community recovery by working with our partners to deliver a transparent, timely, high-quality and responsive process for natural hazards insurance claims	Homeowners receive settlements that support effective recovery after natural hazard events	<ul style="list-style-type: none"> • Assessment of claims processes to ensure they are transparent, timely, high-quality and responsive • Assessment of claims outcomes to ensure they are enduring • Assessment of our complaints and disputes processes • Evaluation of customer claims experience • Costs of claims handled by private insurers are monitored 	Class four: Recovery

Resilience

We strengthen resilience by building knowledge and understanding of natural hazard risk to improve decision-making.

Why this matters

New Zealand is highly exposed to natural hazard risks, including a range of geological hazards such as earthquakes and volcanic activity. We face increasing exposure to severe weather events and sea level rise due to climate change, which will compound the risks we face from our active landscape.

Our buildings and infrastructure are vulnerable to damage from natural hazard events. This damage causes significant social dislocation and economic disruption for communities that can be far more costly than physical repairs.

Our small economy is particularly vulnerable to the social and financial costs of natural hazard events, and has limited capacity to absorb the shock from multiple or ongoing events. The natural hazards scheme focuses on the residential housing stock in New Zealand, to ensure that people can get back to their lives as seamlessly as possible and thereby buffer the impacts on the economy and the country.

Resilience is the term we use to describe our collective ability to prevent and reduce natural hazard impacts, and to have systems and processes in place that enable more effective recovery.

A resilient New Zealand is one in which the potential consequences of physical, social and economic disruption by natural hazards are consciously considered, quantified and included in every development and risk management decision. This will lead to stronger homes, built on better land, served by resilient infrastructure, and supported by affordable risk capital.¹

What success will look like

Our resilience goal at NHC Toka Tū Ake is to inform, enable and influence choices and decisions to reduce vulnerability and the exposure of New Zealand's built environment to natural hazard events.

Working with our insurer partners, stakeholders, communities and homeowners over the next four years, we will focus on strengthening the resilience of New Zealand so that the hazards and emergencies we will inevitably face do not become disasters that threaten our wellbeing and prosperity.

We are fortunate in that the natural hazards scheme has invested in science and research for several decades. We will continue to ensure the information resulting from this investment is shared widely with all decision-makers, from central and local government, to engineering and construction industries, and homeowners.

¹ *Resilience Strategy for Natural Hazard Risk Reduction 2019-2029*



We will also continue to invest in creating, integrating and translating that information and knowledge to drive risk reduction actions and build readiness to improve resilience. This will include:

- making useful data and information accessible
- facilitating and funding research to improve our understanding of natural hazard risks
- informing the development of cost-effective engineering and planning solutions.

Our focus will always be to ensure the right knowledge in the right form reaches the right people at the right time.

We will also continue to develop new capabilities to transform knowledge into useful products and tools, such as quantitative impact models and technical guidance.

How we will manage our functions and operations to achieve this

Investing in science and research

NHC Toka Tū Ake invests in science and research that plays a critical role in helping New Zealanders understand the natural hazard risks they face, and in shaping risk reduction and resilience policies and practice. For the period 2024-2028 we will:

- improve hazard risk management by engaging with stakeholders and end-users to ensure key data and knowledge are in the hands of people who can make a difference
- continue to invest in research grants and sponsorships that aim to understand natural hazards and reduce the impact of natural hazards on people and property, including supporting Māori-led research
- continue our support of GeoNet², New Zealand's geological hazard monitoring system.

Embracing the value of data for natural hazard risk management

As a data-informed organisation, we leverage data to guide our decision-making processes. We recognise the importance of data to our success, but acknowledge we are still early in the journey of fully unlocking the potential of data and analytics.

Over the next four years, we will further evolve to become data-enabled, ensuring data is the primary factor in decision-making and the basis for identifying and prioritising improvements. This will require an ongoing focus on our people and culture to instil a data-enabled mindset, and enhancements to our technology and data to provide access to high-quality insights.

² GeoNet is the result of a partnership between NHC Toka Tū Ake, GNS Science, Land Information New Zealand, the Ministry for Business, Innovation and Employment, and the National Emergency Management Agency (NEMA). NHC Toka Tū Ake has provided funding to GeoNet since it was established in 2001, to a total of more than \$216 million.

This transformation will unlock deeper understanding of natural hazard risks and allow us to create solutions to increase our resilience.

Vision Mātauranga and Mātauranga Māori

NHC Toka Tū Ake is committed to the themes and outcomes of Vision Mātauranga, the New Zealand government science policy framework that seeks to unlock the innovation potential of Māori knowledge, people and resources. The use of Mātauranga Māori is embedded in our Resilience Strategy and the accompanying action plans, and we are increasingly supporting Māori-led research through our research funding function.

For example, Te Toi Whakaruruhau o Aotearoa – Māori Disaster Risk Reduction Centre is a partnership between NHC Toka Tū Ake and Massey University. Te Toi Whakaruruhau is working with iwi hapū and whānau to increase Māori research capability, as well as the disaster risk and resilience research capacities of communities.

We will continue to use loss modelling tools to develop scenarios for event readiness, to develop better event response and claims management strategies, and to demonstrate the case for investment in risk reduction.

Supporting resilience-informed policy, planning and practice

One of our key roles is to support resilience-informed policy development, planning and practice to influence work that impacts natural hazard risk. We do this through the provision of high-quality data, information and knowledge. For the period 2024-2028 we will focus on three areas:

- Where we build and how we build – we will work with sector professionals and stakeholders to implement our Smarter Land Use and Resilient Homes and Buildings Action Plans. These plans aim to improve New Zealand’s resilience through smarter, risk-informed land-use planning and more effective building regulation and related governance.
- Cross-government priorities and decision-making to improve awareness, understanding and management of natural hazard risk, including risks amplified by the impacts of climate change.
- Informing, supporting and influencing local government planning, including by providing formal submissions on statutory plans and through one-off grants for improved natural hazard risk information and mapping.



Supporting people and communities to take informed action

One of New Zealand's resilience challenges is to encourage people to take resilience-building action before a natural hazard event occurs. Our public education function and Natural Hazards Portal are our main tools for supporting people and communities to take informed action.

Through research and public education, we will support people and communities to better understand the natural hazard risks they face and provide information that helps them make informed decisions about how to reduce the impacts of natural hazards on themselves, their whānau and their property.

Over the next four years, we will extend the scope of the data we generate and be more transparent and open with the data we already have. We will continue to provide NHCover claims information for individual residential properties through the Natural Hazards Portal.

The Natural Hazards Portal is a public website that helps people make more informed decisions about living with natural hazard risks. People who use the Portal have access to information about natural hazards that may have previously damaged the homes they live in now, or buildings they are considering as homes for the future.

Through our public education programme, we will continue to facilitate education by working closely with national and local

providers, including museums (Te Papa, Auckland Museum, Canterbury Museum), AF8 (with a focus on the Alpine Fault hazard), and East Coast LAB (focused on the Hikurangi Subduction Zone).

How we will know we are on track

To understand if we are making a difference, we will measure our progress in four key areas:

- Measuring our research impact by tracking: the number of research projects, students, early career researchers and Māori-led research we support; the number of research products that are disseminated; and the number of knowledge transfer activities we support or undertake.
- Assessing our loss modelling capability by: tracking the models we have developed and implemented; and measuring the progress of our loss modelling strategy.
- Evaluating our impact on policy, planning, and practice by: tracking the uptake of our published guidance, methodologies or other information products and resources; evaluating our contribution to, or influence on, policy and decision-making; and tracking the effectiveness of our formal submissions.
- Quantifying public understanding of natural hazards and public action on natural hazard risks through quarterly public surveys measuring awareness and preparedness for natural hazards.

Readiness

We continuously enhance our readiness for natural hazard events.

Why this matters

Natural hazard events occur frequently in New Zealand. While we can't predict when or where they will happen, we can be better prepared to respond to them. Being ready allows people and communities to get back on their feet more quickly after an event. The natural hazards scheme is an important part of enabling a timely recovery, alongside actions from recovery-related agencies, industry and affected communities. Together with our insurer partners, NHC Toka Tū Ake undertakes continuous improvement activities to ensure the natural hazards scheme is prepared to respond to different hazards on different scales, at any time.

We know that vulnerable homeowners often experience more impacts from natural hazards. Part of our readiness planning therefore includes ensuring systems are in place to identify and prioritise the needs of vulnerable homeowners. For example, we have developed an extra care claims policy that will apply to all NHCover claims handled by NHC Toka Tū Ake and its agents. The policy sets out our approach to identifying and responding to claims with circumstances requiring extra care. Our policy aligns with the Council of Financial Regulators'

Consumer Vulnerability Framework and the Financial Market Authority's customer vulnerability expectations for providers.

What success will look like

Success will mean our claims management model is able to effectively respond to different types of natural hazard events.

An effective response means the model can:

- provide homeowners with a positive claims experience
- scale up effectively to manage a high volume of claims from large events
- manage land and building claims in a timely manner
- triage and prioritise claims, particularly for vulnerable homeowners, and coordinate effort across insurers when required
- provide information which supports risk modelling.

How we will manage our functions and operations to achieve this

Our focus for the next four years is to continue to improve our claims management model for the benefit of insured homeowners, assisted by insights from data and enabled by technology and homeowner performance feedback.



We will do this by learning from events that have occurred since the claims management model was established in June 2021, such as the severe weather events in the North Island in early 2023. We will implement lessons from an independent review conducted in 2023-2024 into the effectiveness of the claims management model's response to those events.

We will also continue working with insurers to prepare for a range of different types of events and the unique challenges each brings, including the way events impact vulnerable homeowners. A continuous cycle of improvement identifies opportunities via assurance, data analytics, and reviewing and updating policies, processes and manuals to enable insurers to succeed on behalf of NHC Toka Tū Ake. We will also test the claims management model's preparedness for events via exercises based on natural hazard event scenarios.

When events do happen, we will provide insurers with effective support as they lead the natural hazards insurance response. This will include clear communication to insured homeowners and stakeholders more broadly about our respective roles and responsibilities.

In parallel to our work with insurers, we will strengthen our relationships with iwi, local and central government agencies, and the emergency management sector. This will ensure our response strategies are aligned with the overall recovery ecosystem.

How we will know we are on track

We will measure our delivery of scenario testing exercises with insurers and our participation in any national natural hazard exercises delivered by the National Emergency Management Agency (NEMA). In the first year of this SOI we will measure our development of an implementation plan to address lessons from previous events, including the 2023 North Island Weather Events.

Risk financing

We use our risk financing expertise to manage the fiscal risks of providing natural hazards insurance cover

Why this matters

The scheme provides first loss insurance cover for residential homeowners, including uniquely for land damage. In the event of a natural hazard event the scheme will meet the first \$300,000 + GST of damage to a residential property and provide a level of cover for damage to land.

To support the cost of insurance payments under the scheme NHC Toka Tū Ake receives levies from homeowners taking out residential property insurance. These levies fund NHC Toka Tū Ake expenses and liabilities, with any surplus retained in the Natural Hazard Fund. If the Natural Hazard Fund is insufficient to meet the ongoing costs of the organisation or claims liabilities, the Government will provide funding to ensure that all payments can be made.

The existence of the natural hazards scheme, with its community-rated levy, reduces the level of natural hazard risk that the private insurance market needs to provide coverage for. It also provides homeowners and the Government with an accessible, sustainable way to help manage the financial impacts of the natural hazard risks we face in New Zealand.

To ensure the natural hazards scheme remains financially sustainable, NHC Toka Tū Ake maintains a Natural Hazard Fund from levies and arranges a comprehensive reinsurance programme each year.

One of the new features of the NHI Act is the publication of a Crown Funding and Risk Management Statement (FRMS), which sets out how the financial risks of the hazards covered by the scheme will be shared between the Crown and levy payers over the coming five years. The FRMS sets out the key financial parameters of the natural hazards scheme, including the levy to be charged and a statement of Crown risk appetite upon which the Board will make decisions on its risk financing strategy.

What success will look like

Over the coming five years, NHC Toka Tū Ake will give effect to the Crown's FRMS. Our goal is to ensure NHC Toka Tū Ake has a robust risk financing framework in place that builds the financial resilience of the natural hazards scheme through growing the Natural Hazard Fund, and the efficient transfer of risk to global capital markets through reinsurance and other risk management products.

We will have updated our loss modelling tools to provide more up-to-date insights to NHC Toka Tū Ake and reinsurers on a broad range of natural hazard risks.



This will assist us in understanding the costs of providing the natural hazards scheme and provide reinsurers with more accurate estimates of our natural hazard risk exposure.

Our focus is on increasing financial sustainability by balancing the level of reinsurance cover purchased, options to secure additional forms of international capital markets support, and the value of levies retained and invested through the Natural Hazard Fund. Effectively balancing these factors puts NHC Toka Tū Ake in the best possible position to meet the cost of future claims as they occur, while being consistent with the FRMS and without placing undue reliance on the Crown's guarantee.

How we will manage our functions and operations to achieve this

NHC Toka Tū Ake has longstanding relationships with reinsurers and will continue to invest in these over the next four years. We will further explore alternative forms of risk transfer, following the successful launch of the first NHC Toka Tū Ake catastrophe bond in 2023.

It is key that we support reinsurers and other capital providers to develop their understanding of the natural hazard risk profile in New Zealand. By enhancing our capability in data, analytics and loss modelling, and expanding our influence in resilience, NHC Toka Tū Ake is demonstrating to reinsurers that

New Zealand understands its natural hazard risk exposure. It also shows that we are actively working to provide advice that will help reduce or mitigate this exposure, as well as managing the consequential financial and social impacts.

Barring further major events, NHC Toka Tū Ake expects to start rebuilding the Natural Hazard Fund over the 2024-2025 period. At the same time, we are taking a prudent approach to investing the balance in the fund in line with the FRMS guidance, and related to this, the Government's risk appetite.

How we will know we are on track

Alongside the development of the FRMS, NHC Toka Tū Ake will also be updating the range of measures we use to track the financial resilience of the organisation. This will include an ongoing focus on the cost effectiveness of our reinsurance programme and ensuring that it continues to meet the Crown's risk appetite as set out in the FRMS.

We will continue to retain accumulated levies in the Natural Hazard Fund and invest them in accordance with Crown guidance as set out in the FRMS and any other relevant directives.

Recovery

We support homeowner and community recovery by working with our partners to deliver a transparent, timely, high-quality and responsive process for natural hazards insurance claims

Why this matters

Providing a transparent, timely, high-quality and responsive claims management process helps reduce the impact of natural hazard events on homeowners and delivers settlements that support homeowner and community recovery.

Resolving Canterbury and Kaikōura earthquake claims remains a priority

We are focused on ensuring homeowners impacted by the Canterbury and Kaikōura earthquakes receive their EQCover³ entitlement. Since 2019, our Canterbury claims programme has received a declining number of inquiries from homeowners seeking to reopen a previously settled claim. We anticipate the number of reopened Canterbury claims will continue to decline during the period of this SOI. Similarly, we anticipate the number of reopened claims from the Kaikōura earthquake will reduce over the next four years.

NHC Toka Tū Ake is also progressing homeowner settlements under the Crown's On-sold Support Package programme. NHC Toka Tū Ake provides on-sold homeowners with proactive support to ensure momentum is maintained for the timely repair of properties. Under the programme, we have so far assisted with the reinstatement of damaged properties for 47% of eligible homeowners. We anticipate most of the remaining homeowners will have completed reinstatements by the end of the period covered by this SOI (2028).

What success will look like

Success will mean homeowners receive a transparent, timely, high-quality and responsive process for natural hazards insurance claims.

Success also means claim decisions will be enduring, resulting in fewer claims reopened, reconsidered or disputed. Reopened claims from the Canterbury earthquake sequence and Kaikōura earthquake will be resolved with finality, with a progressively declining number of reopened claims coming to NHC Toka Tū Ake.

³ From 1 July 2024, we are managing two insurance schemes: for events that occurred on or prior to 30 June 2024, EQCover applies; for events occurring on or after 1 July 2024, NHCover applies.



How we will manage our functions and operations to achieve this

Claims after June 2021

We want homeowners to have a positive experience under our claims management model with insurers.

To support insurers to provide a high-quality service to homeowners, NHC Toka Tū Ake will continue to deliver EQCover and NHCover training and provide up-to-date communication resources to insurers for their engagement with homeowners. This will include an agreed approach to prioritising claims from vulnerable homeowners when events occur.

We will also support insurers with dedicated relationship managers and hold regular engagement forums with insurers.

NHC Toka Tū Ake will participate in an approved disputes resolution scheme for resolving disputes with homeowners concerning NHCover claims, as specified by the NHI Act.

Claims before July 2021

NHC Toka Tū Ake will continue to directly manage claims arising before mid-2021, including claims from the 2010-2011 Canterbury earthquake sequence. In the Canterbury claims and On-sold programmes, we will progress initiatives to support and encourage applicants towards an enduring settlement. We will continue to work collaboratively with the New Zealand Claims Resolution Service and the Canterbury Earthquake Insurance Tribunal.

All claims

Both NHC Toka Tū Ake and private insurers will deliver claims management services in accordance with our Code of Insured Person's Rights.

How we will know we are on track

We will assess our performance by surveying homeowners about their experience making a claim, whether through NHC Toka Tū Ake or our insurer partners. We will also measure the time taken to settle a claim, the time to resolve complaints and whether settlements are enduring.

NHC Toka Tū Ake will also seek feedback on customers' experiences through the National Reference Group, where community leaders represent the experiences of their communities.

Our organisational enablers

Overview

Achieving our vision of being a world-class public insurance scheme that reduces the impact of natural hazard events on people, property and the community, and delivering our strategic priorities and outcomes for 2024-2028, requires having exceptional organisational enablers that lay robust foundations for success.

NHC Toka Tū Ake is a team of trusted experts. We provide advice grounded in science and evidence, leverage data and technology, deliver effective and responsive communications, and foster collaborative and long-term relationships to strengthen resilience, improve readiness and support recovery.

Our people are the key to our success. Our growth culture enables NHC Toka Tū Ake to achieve its organisational objectives and make a difference to the lives of New Zealanders. It also makes NHC Toka Tū Ake a great place to work.

Over the next four years, we will maintain our focus on building and supporting a diverse workforce which has the tools it needs to do its job, and feels empowered, valued and engaged. We want our people to know their work makes a difference for New Zealanders, and will support them to deliver our commitments to New Zealanders. We will do this by building on

our positive culture and ensuring NHC Toka Tū Ake remains a place where people want to work, develop and make a difference.

NHC Toka Tū Ake has five organisational enablers which underpin our success and which we will foster and develop during 2024-2028:

- trusted expertise
- data and technology
- effective and responsive communication
- collaborative long-term relationships
- our people.

Trusted expertise

Being trusted experts in natural hazards insurance, risk financing, and natural hazards risk and resilience

Being trusted experts is a critical part of the value we deliver to New Zealand. As trusted experts, we prioritise transparency, reliability and a deep understanding of our field. As a result, we are seen as a reliable source of data, information and guidance in natural hazards insurance, risk financing, and natural hazards risk and resilience. Our expertise fosters our credibility, supports effective collaboration, and enhances our ability to influence positive change.



Data and technology

Advice and actions grounded in science and evidence and enabled by data, technology and insights

Technology and data are essential drivers of our strategy. These drivers:

- sit at the heart of our leadership on natural hazards risk understanding and reduction
- support risk financing and resilience strategies through loss modelling
- enable transparent, timely, high-quality and responsive claims management, whether managed internally or by our insurer partners.

Over recent years, we have laid the foundations for NHC Toka Tū Ake to become a data-enabled organisation. We will continue this transformation, while embedding a data-enabled culture across our organisation, which is characterised by intelligent use of data and technology to reduce the impacts of natural hazards on people, property and the community. Our focus will be on:

- equipping our people with the skills and mindset to benefit from available technologies, and make good decisions grounded in evidence
- uplifting our information management practices, while maturing our IT security from its current position of relative strength

- prioritising development of data resources, analytics and modelling to provide better insights to support decision-making and create value internally and for the public
- maintaining our digital platforms to ensure our people, insurer partners and other stakeholders have the inputs and tools they need to work productively from anywhere (including post-event)
- governing our technology, data and information effectively to ensure quality, accessibility and responsible use throughout their life-cycle.

Effective and responsive communication

Effective and responsive communication that ensures we share our expertise, and learn from and work with homeowners, communities and our partners

We will continue building trust and confidence in NHC Toka Tū Ake through effective and responsive communication formed around the needs of the people, communities and organisations we serve. This involves providing clear, easy-to-understand information for our audiences when and where they need it, and listening to them to ensure we are continuously refining our approaches to suit their needs.

We will strengthen our external relationships through collaborative engagement, offering our expertise and resources where they will directly or indirectly deliver on our strategic priorities and outcomes.

By building trust and confidence, we will be in a stronger position to deliver our strategic objectives. This will be done through collaboration, influencing and advocating for the things that will make a positive difference to community resilience and recovery.

Ultimately, our communications and engagement give visibility to our progress inside and outside our organisation. For our people, this proof is critical to enable them to see how their efforts are making a difference for New Zealanders.

Collaborative long-term relationships

Delivering impact through collaborative, long-term relationships including the Natural Disaster Response Model

Collaborative, reciprocal relationships are central to achieving our strategic objectives across all aspects of our work. We work hard to stay connected with the insurance, science and research, emergency response, and central and local government sectors, to ensure we are aligning our work for the benefit of our communities.

Our partnership with insurers remains critical to how we deliver our services to New Zealand. We maintain a shared focus on delivering a transparent, timely, high-quality and responsive process for managing insurance claims. We will continue to work closely with other stakeholders across New Zealand to ensure our resilience-building impacts can be greater than the sum of their parts.

Through regular engagement with our National Reference Group, we will make use of our 'network of networks' to support continuous improvement by ensuring we hear directly from our communities about their experiences and needs.

Our people

Having a growth culture where our people feel safe, connected, empowered, valued and engaged

We have great people who strongly connect with our purpose. As an organisation that benefits from high levels of staff engagement, we wish to build on this strength so that our people can successfully deliver our strategic priorities and outcomes for homeowners and communities.

As the role of NHC Toka Tū Ake evolves under the NHI Act, we will continue to evolve our culture and values to build on our strengths and continuously improve performance. We aspire to be a world-class organisation in a public setting.

We are dedicated to being adaptable and flexible, leveraging diversity and capabilities to help each other get work done and take on new challenges.

We will support our people to grow and develop in their roles, focusing on providing effective leadership so that everyone feels inspired and empowered to work at NHC Toka Tū Ake.



Workforce planning will identify the capability and capacity shifts required in the longer term, including where there are contingent workforce needs (for example, projects). This will include upskilling and reskilling opportunities to build and retain our capability in-house where practical.

Knowledge and capability development for our insurer partners will continue. Training content will be further evolved with the implementation of the NHI Act, as learning needs and content improvements are identified.

We are building on our sustainable and flexible people practices, processes, programmes and systems to enable our people to be successful. Our People Strategy sets out our future state outcomes with a pathway to deliver these across the pillars of culture, capability and performance (including diversity and inclusion), and people operational excellence.

Diversity and inclusion

We continue to track and improve our diversity, equity and inclusion journey. Our aim is to build a workforce that reflects the diversity of the New Zealand communities we serve, where differences are valued, respected, and embraced, and our people feel like they belong.

Health, safety, security and wellbeing

We are committed to ensuring our people are safe, healthy and well through delivery of a structured programme to lift the maturity of our health, safety, security and wellbeing processes. This includes ensuring we have the right controls in place to support our people to do what they need to do to keep themselves and others safe.

We benchmark our processes and practices using the government endorsed *SafePlus* performance requirements, as well as using the Protective Security Requirements (PSR) maturity model to help us identify areas for improvement.

We are also working with insurer partners to ensure that health and safety legal requirements and overlapping duties are being met, with the overall focus on keeping all our people safe.

Working with and for Māori

We also recognise the importance of continuing to strengthen the capability and performance of NHC Toka Tū Ake to deliver for all New Zealanders. Our relationships with iwi and hapū Māori, and other Māori networks and organisations, are a critical part of being able to achieve this.

We continue to work on building cultural competency across our organisation so that our people have the tools and skills needed to deliver on our Crown-Māori commitments and to ensure that the impact of our work delivers for Māori homeowners and communities.

Our te ao Māori strategy sets out a strategic pathway to do this in a way that is enduring, prioritises focus and investment, and delivers clear and meaningful benefit for Māori. These priorities include cultural capability uplift for our people, creating tools and structures to support meaningful engagement with Māori, identifying how we can deliver more equitably for Māori, and strengthening how mātauranga Māori informs our present and future work.

Managing risk

NHC Toka Tū Ake is a Crown Entity for the purposes of the Crown Entities Act 2004. It is governed by a Board of Commissioners who are accountable to the responsible Minister and have the authority to exercise the powers and perform the functions of the entity.

The Board has an Audit and Risk Committee to assist it in delivering its responsibilities for audit, reporting and risk assurance. The amount and type of risk the Board and Executive is willing to take informs the development of appropriate risk management frameworks, policies and processes that guide activity right across the organisation.

Our risk management framework involves actively understanding and managing risks to achieve our strategic outcomes and ensuring improved planning and decision-making in programmes and projects. We have adopted the principles of risk management set out in the international standard for risk management, ISO 31000.

The roles and responsibilities for risk management follow the internationally accepted 'three lines of defence' model. This gives employees primary responsibility for identifying and managing risks within their teams and ensuring risk management is an integral part of all business activities.

Management regularly engages with our Board and the Audit and Risk Committee to identify a wide range of risks and appropriate controls and actions required to manage these. The internal Risk and Assurance team provide an independent view to the Audit and Risk Committee and management on the current and emerging risk landscape for NHC Toka Tū Ake, relative to the Board-approved risk appetite.

Finance and assets

We will continue to provide sound financial management and stewardship of NHC Toka Tū Ake finances, and the procurement of contractual agreements. Our robust performance monitoring and reporting systems are critical to ensuring we use our financial resources efficiently and that they are being directed to both short and long-term activities that will contribute the most toward achieving our strategic objectives.



Natural Hazards Commission Toka Tū Ake Board of Commissioners



Chris Black - Board Chair
CA, PGDip Accounting, BSurv, MInstD

Chris brings more than 25 years' governance and executive experience with a strong background in insurance, banking and investment management. He was previously Chief Executive of FMG (Farmers Mutual Group) from 2008 to 2021, has been the President of the Insurance Council of New Zealand (ICNZ) and served on the Board of the Insurance & Financial Services Ombudsman (IFSO) Scheme. Chris has expertise in corporate strategy, customer service, financial and risk management, and leading cultural change.

Chris was appointed to the NHC Toka Tū Ake Board in April 2022 and as Chair from 1 July 2022.

Term ends: 31 March 2025



Hon Ruth Dyson - Deputy Chair
QSO

Ruth Dyson has had a lengthy political career, serving as President of the NZ Labour Party from 1988 to 1992 and as a Member of Parliament from 1993 to 2020 representing the electorates of Lyttelton, Banks Peninsula and Port Hills. She was a Cabinet Minister between 1999 and 2008, serving as Minister for Social Development, ACC, Labour, Disability Issues and Senior Citizens amongst others. She has a strong public policy background and a track record of working for her constituents following the Canterbury earthquakes. She was Opposition spokesperson for earthquake recovery, Chief Whip and Assistant Speaker prior to her retirement. Ruth joined the NHC Toka Tū Ake Board in May 2021 and was appointed Deputy Chair in April 2022.

Term ends: 30 April 2026



Alastair Hercus

BA (Hons), LLB, CMIInstD

Alastair is currently a consultant at Buddle Findlay, having previously been a Partner there from 1995 to December 2023. Alastair had an earlier career as a diplomat in the Ministry of Foreign Affairs and Trade. He brings legal, governance and government sector experience. He has insurance sector experience as former Deputy Chair of the Medical Assurance Society and is currently Chair of Co-operative Life Ltd. He is also a Director of Invercargill Airport Ltd, and Chair of the Risk & Advisory Committee at the Ministry of Business, Innovation and Employment. Alastair brings a focus on the NHC Toka Tū Ake policy, regulatory and commercial environment, including responses to the Public Inquiry, regulatory changes and our relationship with the private insurance industry. Alastair joined the NHC Toka Tū Ake Board on 1 March 2020 and is Chair of the Audit and Risk Committee.

Terms ends: 30 June 2025



Erica Seville

PhD, BE (Hons), CMIInstD, Hon FBCI

Erica brings a strong focus on building broader resilience for NHC Toka Tū Ake, as well as preparing for our role during a disaster recovery. She is the co-founder of Resilient Organisations, a social enterprise undertaking both public-good research and consulting to help organisations and communities to improve their resilience. Erica has a PhD in risk management and has experience leading several major research programmes in the fields of disaster management, economic and business recovery, and the efficacy of insurance. In addition to her role with NHC, Erica is also a director for Resilient Organisations, BRANZ, and is Chair of RRANZ. Erica joined the NHC Toka Tū Ake Board in 2018 and is the Chair of the People and Culture sub-committee.

Terms ends: 30 June 2027



Fiona Wilson

BSc, MSc, GradDipApplStats, CMIInstD

Fiona brings a focus on sustainable growth and business improvement with a deep understanding of the ability of data and technology to enable change. She has been responsible for leading successful change programmes and improving business resilience across organisations, ranging from privately held through to entire public health systems. Fiona has spent a good deal of her career in the public sector so is highly experienced working in complex businesses involving diverse stakeholder groups. She has held Chief Information Officer and Chief Executive Officer roles in Australia and New Zealand. As CEO of an analytics business, she has guided major organisations in public and private sectors to develop analytics capability, data governance maturity and programme delivery performance. With a background in medical research and statistics, Fiona is passionate about helping businesses make greater use of data and analytics to improve their processes, decision-making and overall business performance. Fiona joined the NHC Toka Tū Ake Board in March 2020.

Term ends: 31 August 2027



Scott Lewis

BBS, FIAA, FNZSA, CMIInstD

Scott has had a career in insurance and actuarial work in New Zealand and overseas. He provided expertise to Lumley Insurance from 2012 to 2014 with its response to the Canterbury earthquakes before joining IAG as Head of Insurance Risk and Reinsurance. More recently, he spent two years at Oranga Tamariki – Ministry for Children, working on a data-enabled approach to better understand wellbeing for the Child and Youth Wellbeing Strategy. He is a Fellow of the Institute of Actuaries of Australia and the NZ Society of Actuaries and currently sits on the Council of the NZ Society of Actuaries.

Term ends: 28 February 2026



Zienna Jalil

MA (Hons), BCS, DipIntlTrade, MInstD

Zienna brings rich experience as an accomplished business and public sector leader with a focus on delivering equity and opportunity for those with diverse cultures, abilities and experiences. She holds senior leadership and governance roles across public, private and not-for-profit sectors, and is a keynote speaker on leadership, Asia business, international education, and diversity, equity and inclusion.

Recognised by Campaign Asia Pacific as part of its 2020 Women to Watch, a group of 40 outstanding women in the Asia Pacific, Zienna has received several international awards for her work promoting New Zealand trade and education in Asia, where she was based for 10 years. Her current Board roles include Education New Zealand, NHC Toka Tū Ake, and the Asia New Zealand Foundation.

Term ends: 30 June 2025



Andrea Brunner

LLB, BA, MBA, ANZIIF (Snr Assoc) CIP, CFInstD

Andrea brings more than 20 years of senior executive experience primarily within financial services, including general and life and health insurance, and consumer banking. Andrea has significant experience leading client-facing as well as corporate functions within financial services. She brings specialist expertise in the areas of people and culture, marketing, communications, change management, customer experience, strategic partnerships and stakeholder management.

Andrea has previously served on the ICNZ Employment and Education Committee, including five years as Chair.

Term ends: 30 April 2026

**Te Kāwanatanga
o Aotearoa**
New Zealand Government



**Natural Hazards
Commission**
Tokā Tū Ake