

Governance Guideline

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Foreword

Nau mai haere mai – welcome.

This guideline is for prospective and current members of Te Kaunihera Manapou Paramedic Council (Te Kaunihera).

This guideline has been developed for those who may be interested in finding out about becoming a Te Kaunihera member, for new Te Kaunihera members and as an ongoing resource and reference for all Te Kaunihera members. The guideline contains both general information on good governance and information specific to the governance of a health regulatory authority. Understanding the principles of good governance assists Te Kaunihera members to make the best possible contribution in their governance role and maximises the effectiveness of Te Kaunihera.

Te Kaunihera is the paramedic profession’s regulatory body responsible for protecting the public by ensuring that paramedics are competent and fit to practise in Aotearoa New Zealand. Te Kaunihera is governed by the Health Practitioners Competence Assurance Act 2003 (HPCA Act).

To encourage improvement, we share good practice, work collaboratively with other regulators, conduct research and introduce new ideas including the concepts of right-touch regulation. We monitor and follow closely international trends in regulation.

Thank you for your interest in serving public safety and the profession by taking on the responsibility of becoming a Te Kaunihera member or considering doing this. Te Kaunihera members in their governance role provide an important and valuable service for the public of Aotearoa New Zealand.

Ngā mihi



Jacquelyn Manley

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Kaiwhakahaere Matua/Kairēhita | General Manager/Registrar

Health regulatory environment and statutory functions

To be able to govern effectively, Te Kaunihera members require a good understanding of the legislation under which they operate. They also require a big-picture understanding of the role of regulation in protecting public health and safety. This section introduces the relevant legislation and provides information on the health regulatory environment.

Tiriti o Waitangi

Te Tiriti o Waitangi is regarded as one of New Zealand's founding documents of government in Aotearoa New Zealand. The principles of te Tiriti (set out below) and as articulated by the Courts and the Waitangi Tribunal define Te Kaunihera's approach to meeting its obligations as a Tiriti partner in its everyday work in a modern world:

- **Tino rangatiratanga:** The principle of self-determination provides for Māori self-determination and mana motuhake and requires Te Kaunihera to work with partners in the design, delivery and monitoring of our relevant statutory work.
- **Partnership/pātuitanga:** The principle of partnership requires Te Kaunihera and iwi/Māori to work with each other in a strong and enduring relationship.
- **Equity/mana taurite:** The principle of equity requires Te Kaunihera to commit to achieving equitable health outcomes for Māori through the statutory functions it is responsible for.
- **Active protection/whakamarumarutanga:** The principle of active protection requires Te Kaunihera to be well informed as to the extent and nature of Māori health outcomes and efforts to achieve Māori health equity through culturally safe paramedic standards and the practice of cultural safety.
- **Options/kōwhiringa:** The principle of options requires Te Kaunihera to ensure all its services are provided in a culturally appropriate way that recognises and supports the expression of te ao Māori models of care.

Health Practitioners Competence Assurance Act 2003 (HPCA Act)

This is the primary piece of legislation governing Te Kaunihera. Under the HPCA Act, regulatory authorities are known as responsible authorities. Te Kaunihera is the governing body of the authority and is responsible for assuring Parliament and the public that paramedics are competent and fit to practise. Every regulated health practitioner in Aotearoa New Zealand must be registered with the relevant responsible authority and hold a current annual practising certificate (APC). Additionally, the HPCA Act specifically precludes any individual from claiming to be a practitioner of a regulated profession or in any way implying they practise or are willing to practise a regulated profession unless they are appropriately qualified, registered with the relevant authority and hold an APC.

Purpose

The principal purpose of the HPCA Act is to protect the health and safety of members of the public by providing for mechanisms to ensure health practitioners are competent and fit to practise their professions.

Functions

The functions of Te Kaunihera and every responsible authority under section 118 of the HPCA Act are:

- a. to prescribe the qualifications required for scopes of practice within the profession, and, for that purpose, to accredit and monitor educational institutions and degrees, courses of studies, or programmes
- b. to authorise the registration of health practitioners under this Act and to maintain registers
- c. to consider applications for annual practising certificates
- d. to review and promote the competence of health practitioners
- e. to recognise, accredit and set programmes to ensure the ongoing competence of health practitioners
- f. to receive information from any person about the practice, conduct, or competence of health practitioners and, if it is appropriate to do so, act on that information
- g. to notify employers, the Accident Compensation Corporation, the Director-General of Health, and the Health and Disability Commissioner that the practice of a health practitioner may pose a risk of harm to the public
- h. to consider the cases of health practitioners who may be unable to perform the functions required for the practice of the profession
- i. to set standards of clinical competence, cultural competence (including competencies that will enable effective and respectful interaction with Māori), and ethical conduct to be observed by health practitioners of the profession
- j. to liaise with other authorities appointed under this Act about matters of common interest
- ja. to promote and facilitate interdisciplinary collaboration and co-operation in the delivery of health services
- k. to promote education and training in the profession
- l. to promote public awareness of the responsibilities of the authority
- m. to exercise and perform any other functions, powers, and duties that are conferred or imposed on it by or under this Act or any other enactment.

Status under Crown Entities Act 2004

Te Kaunihera is established under the HPCA Act as a body corporate and is regarded as a separate regulatory entity. A Crown entity is defined as an entity falling into one of the five specified categories listed in section 7 of the Crown Entities Act. Te Kaunihera is not named in Schedule 1 of the HPCA Act and therefore is not a Crown entity.

Te Kaunihera is also a registered charity and is a not-for-profit organisation. Professional competence and public safety are its primary concerns.

Role of the Ministry of Health and Minister of Health

The Ministry of Health administers the HPCA Act. This includes managing the consultation processes to enable the Minister to appoint the members of Te Kaunihera. The Ministry plays an important leadership role across the whole of the health system.

The Minister of Health has powers to appoint Te Kaunihera members, determine mechanisms to facilitate resolution of disputes over scopes of practice and gazette restricted activities that can be performed only by practitioners registered under the HPCA Act.

In return for the independence to make decisions about competence and fitness to practise, the responsible authority is held accountable for complying with the provisions of the HPCA Act through the Minister to Parliament. Te Kaunihera produces an annual report to the Minister.

Following changes to the HPCA Act in April 2019, the Minister has powers to conduct performance audits of responsible authorities. Performance reviews are conducted on a 3-yearly cycle.

The Minister of Health is responsible for a disciplinary body for all professions – the Health Practitioners Disciplinary Tribunal – which hears and determines cases against health practitioners.

Te Kaunihera operates on a no-surprises policy with the Ministry and Minister and reports regularly and as required. Both the Te Kaunihera Chairperson and Registrar have contact with the Minister and the Minister's office. Both provide feedback to Te Kaunihera on all such meetings.

Te Kaunihera values

Organisational values are important because they contribute to our workplace culture, behaviours and beliefs. Our values are intended to reflect how we will work and how we will be experienced.

The values support our Tiriti o Waitangi commitment and our determination to achieve our goals and help to create a workplace culture that we and others can measure ourselves by.

The following describe our organisational values.

- We honour our bicultural partnership by being culturally safe – whakahoatanga tikanga rua.
- We work collaboratively and with integrity by respecting each other and the paramedic profession – mahi ngātahi ā mana.
- We are accountable, effective and efficient – whai haepapa, whai tika.
- We lead, learn and improve – arataki, ako, whakapai ake.
- We set standards and codes of practice including cultural safety expectations that contribute to improved health equity for Māori – wairua tōkeke hauora.

Te Kaunihera members

Te Kaunihera has seven members – including members of the profession and lay members – to represent public interests. Te Kaunihera members are appointed by the Minister of Health.

Kaunihera members are usually appointed for a 3-year term by the Minister of Health and may be reappointed for up to three terms in total (or a maximum of 9 years).

Te Kaunihera's primary responsibility is to protect the health and safety of New Zealanders by ensuring every paramedic registered in New Zealand is competent and fit to practise. Its focus is primarily on the public. Te Kaunihera members are not appointed to represent specific paramedic groups, professional organisations, interest groups or communities.

The interest to serve the public of Aotearoa New Zealand outweighs the interest to serve the profession.

The public's trust and respect for paramedics is dependent upon the public's perception that Te Kaunihera regulates effectively to ensure paramedics are competent and fit to practise.

Code of conduct for Te Kaunihera members

Te Kaunihera has developed a code of conduct for Te Kaunihera members that describes the ethical conduct required from Te Kaunihera members. Please note that this is a stand-alone policy to which all Te Kaunihera members are required to adhere (see below).

A Te Kaunihera member shall:

Act with care

- **Te Tiriti o Waitangi:** Have an ongoing learning, appreciation and respect for te ao Māori, te Tiriti o Waitangi, tikanga, power imbalances and biases in decision making and recognition of the role Te Kaunihera plays in fostering culturally safe care and setting standards that contribute to the improvement of health equity for Māori.
- **Accountability, honesty and integrity:** Act with integrity and be able and willing to take full responsibility for decisions and follow through on commitments. Maintain the confidentiality of non-public information and declare any private interests.
- **Collaboration:** Recognise that, in a complex system, meaningful engagement and dialogue will be stronger than what is created in isolation.
- **Inclusivity:** Create an environment and culture that welcomes diversity and new ideas.
- **Diplomacy:** Have strong interpersonal communication skills that include the ability to engage in respectful and sometimes difficult discussions while consistently reinforcing a culture of trust.
- **Respect:** Work effectively with others, listen and acknowledge their perspectives.

Act lawfully

- **Objectivity:** Make good decisions to protect the public, based on evidence and good information. Manage conflicts of interests.
- **Good decision making:** Observe the principles of fairness and impartiality.
- **Lawful:** Carry out their duties in a lawful manner and ensure the organisation carries out its business in accordance with the provisions of the HPCA Act.
- **Diligence:** Attend Te Kaunihera meetings and devote sufficient time to meeting preparation to allow full and appropriate participation and decision making.

Understand their public responsibilities

- **Public service:** Have compassion for the public and understand their need for safe care. Demonstrate an understanding of and commitment to the public protection mandate and the time required to execute the governance role diligently, recognising that the public interest will always be prioritised over personal or professional interests.

Consider stakeholders

- **System thinking:** Be aware of the complex sector in which Te Kaunihera operates, including the key stakeholders within the system. Ensure stakeholders are provided with an accurate and balanced view of the organisation's performance.

Be an efficient meeting participant

- **Self-awareness:** Have a clear understanding of personal strengths, areas of development and potential biases.
- **Financial literacy:** Understand financial information and have the confidence to ask questions that safeguard the financial stewardship of Te Kaunihera.
- **Adaptability:** Appreciate that, at times, plans will adjust to meet changing circumstances.
- **Humility:** Be open to new ideas, new perspectives and new ways of doing things, always bringing a learning mindset to decision making. Regularly review their own performance with a view to undertaking additional development if identified.
- **Governance:** Understand the governance role, fiduciary duties, good governance principles and responsibilities of Te Kaunihera.
- **Health profession regulation:** Understand the role and philosophy of health profession regulation, the public protection mandate, the HPCA Act and the core mandate of Te Kaunihera.
- **Technological competence:** Have the ability to work electronically to carry out Te Kaunihera member duties efficiently and effectively. Respect the need to uphold security of information.

Te Kaunihera member attributes, skills, practice and knowledge

Values and attributes

In performing statutory duties and strong decision making in the public interest, Te Kaunihera members will bring the following values and attributes to their governance role:

- **Accountability, honesty and integrity:** Act with integrity and be able and willing to take full responsibility for decisions and follow through on commitments. Maintain the confidentiality of non-public information and declare any private interests.
- **Adaptability:** Appreciate that, at times, plans will adjust to meet changing circumstances.
- **Collaboration:** Recognise that, in a complex system, meaningful engagement and dialogue will be stronger than what is created in isolation.
- **Humility:** Be open to new ideas, new perspectives and new ways of doing things, always bringing a learning mindset to decision making.
- **Inclusivity:** Create an environment and culture that welcomes diversity and new ideas.
- **Objectivity:** Make good decisions to protect the public, based on evidence and good information.
- **Public service:** Have compassion for the public and understand their need for safe care. Demonstrate an understanding of and commitment to the public protection mandate and the time required to execute the governance role diligently, recognising that the public interest will always be prioritised over personal or professional interests.
- **Respect:** Work effectively with others, listen and acknowledge their perspectives.
- **Self-awareness:** Have a clear understanding of personal strengths, areas of development and potential biases.

Skills, practice and knowledge

To support strong decision making in the public interest, Te Kaunihera members will bring or be willing to learn the following:

- **Te Tiriti o Waitangi:** Have an ongoing learning, appreciation and respect for te ao Māori, te Tiriti o Waitangi, tikanga, power imbalances and biases in decision making and recognition of the role Te Kaunihera plays in fostering culturally safe care and setting standards that contribute to the improvement of health equity for Māori.
- **Diplomacy:** Have strong interpersonal communication skills that include the ability to engage in respectful and sometimes difficult discussions while consistently reinforcing a culture of trust.
- **Financial literacy:** Understand financial information and have the confidence to ask questions that safeguard the financial stewardship of Te Kaunihera.
- **Governance:** Understand the governance role, fiduciary duties, good governance principles and responsibilities of Te Kaunihera.

- **Health profession regulation:** Understand the role and philosophy of health profession regulation, the public protection mandate, the HPCA Act and the core mandate of Te Kaunihera.
- **Good decision making:** Understand and appreciate the development of policy in a complex sector, ensuring decisions are based on objective lawful principles and informed by evidence.
- **System thinking:** Be aware of the complex sector in which Te Kaunihera operates, including the key stakeholders within the system. Ensure stakeholders are provided with an accurate and balanced view of the organisation's performance.
- **Technological competence:** Have the ability to work electronically to carry out Te Kaunihera member duties efficiently and effectively. Respects the need to uphold security of information.

Diverse backgrounds, professional knowledge and experience required for a collective Kaunihera

Diverse backgrounds, experience and perspectives

To support strong decision making in the public interest, Te Kaunihera members will bring the following:

- **Te ao Māori:** Identify as Māori with a lived experience of te ao Māori, tikanga Māori and te Tiriti o Waitangi and established whakapapa with iwi, hapū and whānau.
- **Education:** A variety of educational backgrounds and experiences that reflect the diverse public served by Te Kaunihera.
- **Gender diversity:** A variety of perspectives to support decisions that are balanced and relevant.
- **Geographical diversity:** Diversity to reflect the reality that geography impacts on the access and provision of healthcare in Aotearoa New Zealand.
- **Registrant practice:** Diverse practice backgrounds and specialities that inform decision making. Active engagement with the profession.
- **Sector:** Diverse leadership experience in the sector.

Professional experience, knowledge and skills

To support strong decision making in the public interest, one or more Te Kaunihera members will have the following:

- **Ability:** A lived experience navigating the health system, which can enhance relevant and thoughtful decisions that protect the public.
- **Governance experience:** Knowledge of governance including the ability to calmly weigh evidence and think critically, consider options and bring sound judgement to decisions.
- **Kaunihera leadership:** Experience in facilitating a Te Kaunihera committee meeting and fostering Te Kaunihera effectiveness.

- **Business acumen:** Business experience to understand what an organisation needs to operate effectively, including the economic forces that impact on business operations.
- **Change leadership:** Change management and transformation experience that will support Te Kaunihera's ability to adapt, evolve and lead systemic change.
- **Financial oversight:** Accounting or financial management experience and the ability to contribute meaningfully to finance and audit decisions.
- **Government relations:** An understanding of how government works.

Te Kaunihera member breach of duty

If a Te Kaunihera member does not act in good faith or with reasonable care or fails to attend a reasonable number of meetings, action may be taken against that member for breach of individual duty.

Members are not liable for any act or omission in their capacity as a Te Kaunihera member if they acted in good faith and with reasonable care in pursuit of their functions. Every member of Te Kaunihera or of any committee of Te Kaunihera is indemnified.

Te Kaunihera accountability and relationships

Individual and collective accountability of Te Kaunihera

Individual and collective accountability are fundamental to the integrity of Te Kaunihera. It is important that Te Kaunihera members understand their individual and collective roles and responsibilities. Te Kaunihera members are required to always act in a manner consistent with these roles and responsibilities.

Individual accountability of Te Kaunihera

Kaunihera duties require Te Kaunihera members to prioritise their availability for Te Kaunihera meetings, allowing sufficient time for preparation to undertake their work.

Kaunihera members are required to notify the Chairperson and the Registrar if they have:

- been convicted in a court of law of a criminal offence
- been found guilty of misconduct by another professional or regulatory authority
- been removed from the trusteeship of a charity by the Charities Commission or the court.

The interests register enables Te Kaunihera members to declare any professional, personal or business interests that may or might be perceived to conflict with their responsibilities as Te Kaunihera members. This is updated at each meeting.

It is essential that Te Kaunihera members understand the scope of authority delegated to the Registrar and that they do not undermine the authority individually or collectively. This includes Te Kaunihera members supporting communication and decisions made by the collective Te Kaunihera.

Collective accountability of Te Kaunihera

The powers and responsibilities of Te Kaunihera are exercised jointly by its members, each of whom therefore has a statutory and fiduciary duty.

Kaunihera members are collectively responsible for a decision even if they have voted against it, abstained from voting or were absent. It follows that all Te Kaunihera members are bound by a decision of Te Kaunihera made in good faith (whether a unanimous or majority decision) and must not obstruct the execution of that decision. If a Te Kaunihera member is unable to accept the collective decision, they may need to consider resignation from Te Kaunihera.

The collective responsibilities of Te Kaunihera are to:

- ensure its strategic decisions take into consideration Te Kaunihera's commitment to te Tiriti o Waitangi
- act consistently in accordance with Te Kaunihera's statutory functions and with Te Kaunihera's own values, vision, mission and code of conduct

- ensure decisions are lawful, consider the views of stakeholders and are within Te Kaunihera’s obligations under the HPCA Act and subsequent legislation
- perform the functions efficiently and effectively and consistently with a spirit of service to the public and public safety
- operate in a financially responsible manner.

As the governing body, Te Kaunihera is accountable for monitoring the overall performance of the organisation, including risk management, policy decisions and financial management. Specifically, Te Kaunihera demonstrates this by:

- setting a strategic direction and plan that enables it to fulfil its statutory functions while at the same time ensuring the Te Kaunihera is future focused and responsive to change
- determining and regularly reviewing the values of the organisation and ensuring that, in all its work, Te Kaunihera embraces and promotes these values
- ensuring appropriate and clear evaluation measures and audit and monitoring systems are in place and the Registrar is held to account on those predetermined criteria for the operation and performance of Te Kaunihera’s functions, processes and compliance obligations
- ensuring there is widespread and effective engagement with key stakeholders to promote public awareness of Te Kaunihera and command confidence and support
- approving Te Kaunihera’s annual budget and ensuring that appropriate systems are in place to monitor and account for progress of expenditure against budget
- ensuring Te Kaunihera has an appropriate risk management process in place and that major risks are properly managed and reported on
- ensuring Te Kaunihera reports openly and fully on its performance and accounts for this to Parliament and the Auditor-General.

Key relationships

In addition to Te Kaunihera’s commitment to strong and enduring relationships with iwi and Māori, Te Kaunihera has wide-ranging relationships with diverse groups with an interest in its work – from paramedics to other responsible authorities and members of the public. Te Kaunihera respects its relationships and partnerships and aims to engage and communicate in ways that meet collective needs.

Te Kaunihera stakeholders fall into three broad groupings.

Paramedics and professional groups

- Individual paramedics who are regulated by Te Kaunihera.
- Prospective paramedics– both from New Zealand and overseas.
- Professional associations.
- International colleagues – paramedic regulators and professional organisations from around the world. Te Kaunihera has a particularly close relationship with the Paramedicine Board of Australia.

Sector

- Employers of paramedics – for example, district health boards and non-governmental organisations.
- Tertiary education sector.
- Ministry of Health as policy makers, managers of the HPCA Act and leaders across the health system.
- Minister and Associate Ministers of Health.
- Other regulatory authorities – for example, the Nursing Council, Medical Council and Teaching Council.
- Other government agencies and political players – for example, the Ministry of Business, Innovation and Employment, Ministry of Social Development, Tertiary Education Commission, New Zealand Qualifications Authority and Health Quality & Safety Commission.
- Health and Disability Commissioner.
- Funders of health services, education services and paramedics as funders of Te Kaunihera.

Public

- Consumer groups.
- Consumers – the public, which Te Kaunihera exists to protect.

Te Kaunihera processes

Funding

Responsible authorities are funded by fees and levies on their professions and have their own kaimahi and premises. While the Minister of Health has a power of audit, the regulatory authorities have autonomy in making decisions such as setting scopes of practice or fees. The notices that give effect to those decisions are deemed regulations.

Te Kaunihera committees

Committees enhance the effectiveness and efficiency of Te Kaunihera by allowing closer scrutiny and more-efficient decision making in different areas of Te Kaunihera responsibility.

Should a committee be appointed, Te Kaunihera remains accountable for decisions that are made by its committees. Committees work to defined terms of reference and are unable to make any decisions outside of those delegated to them in their terms of reference, which are included in the policies of Te Kaunihera. There are explicit reporting requirements to Te Kaunihera.

Te Kaunihera may delegate responsibilities to the Registrant Quality Committee, Professional Conduct Committee, Competence Review Committee and Health Committee to undertake work in relation to the registration, education, health, conduct and competence of paramedics.

Te Kaunihera meeting procedures

The procedures for Te Kaunihera meetings are:

- all meetings are notified a year in advance of the preceding year
- meeting agendas and papers are loaded to BoardBook for Te Kaunihera members a week in advance of meetings
- Te Kaunihera meeting minutes are confirmed at the next meeting and then become available on BoardBook
- a Te Kaunihera meeting must have a quorum of four, which must include at least one lay member.

Te Kaunihera is responsible for strategic planning, monitoring and reporting publicly on the expected and actual performance of Te Kaunihera. In addition to meeting all legal provisions, Te Kaunihera establishes a planning process and timetable to ensure regular activities such as completing strategic planning documents, addressing risks and developing policies are addressed in a timely manner.

Role of the Chairperson

An effective Chairperson is vital to the good governance and performance of any council.

The Chairperson's role includes:

- leading and demonstrating an understanding of te reo Māori, tikanga Māori, te ao Māori and te Tiriti o Waitangi
- providing effective leadership and direction to Te Kaunihera consistent with the statutory functions
- ensuring effective accountability and governance of Te Kaunihera consistent with the requirements of legislation
- developing and maintaining sound relationships with Ministers and their advisors
- acting as spokesperson to ensure stakeholders are aware of Te Kaunihera's roles and responsibilities
- ensuring the Minister is kept informed under the no-surprises obligation
- chairing Te Kaunihera meetings including:
 - working with the Registrar to set the annual Te Kaunihera and regular meeting agenda and ensure Te Kaunihera receives the information it needs before the meeting in board papers and in presentations at the meeting
 - ensuring there is sufficient time to cover issues
 - encouraging contributions from all Te Kaunihera members
 - assisting discussions towards the emergence of a consensus view and summing up so that everyone understands what has been agreed
- providing motivation, guidance and support to other Te Kaunihera members to ensure they contribute effectively to the governance of Te Kaunihera
- ensuring the provision of an induction for a new Te Kaunihera member
- ensuring that the development needs of individual Te Kaunihera members are identified and addressed and, where necessary, dealing with underperformance
- ensuring that an annual performance evaluation is conducted of Te Kaunihera as a whole, as well as of the Chairperson and individual Te Kaunihera members
- providing guidance and support to the Registrar to ensure Te Kaunihera is managed effectively, which includes establishing and maintaining an effective working relationship while also taking an independent view to challenge and test management thinking
- overseeing the employment of the Registrar, performance evaluation, succession planning and induction
- ensuring that conflicts of interest policies, including disclosure provisions, are in place and that members' conflicts of interest (including those of the Chairperson) are dealt with properly
- participating in the recruitment process for appointed Te Kaunihera members, which is likely to include:
 - maintaining a view on the desired composition of Te Kaunihera
 - considering member and Chairperson succession planning
 - supporting the Minister and Ministry of Health in appointing and reappointing Te Kaunihera members.

Role of the Deputy Chairperson

The Deputy Chairperson is to fulfil any duties delegated by the Chairperson and may undertake all the duties of the Chairperson if:

- the Chairperson is at any time incapable of acting as Chairperson
- there is a vacancy in the office of Chairperson.

The Deputy Chairperson while acting as the Chairperson is to be regarded as the Chairperson for that time.

Registrar delegation

While decisions relating to the operation of Te Kaunihera are under the authority of Te Kaunihera, the day-to-day management responsibilities are delegated to the Registrar. The Registrar is responsible and accountable for the management of the organisation in accordance with the strategic plan.

Te Kaunihera and the Registrar must be clear about the boundaries between governance, management and the associated delegations to the Registrar.

The Registrar is responsible for all matters relating to Te Kaunihera employees.

Te Kaunihera remains legally responsible for the exercise of any functions and powers exercised under delegation.

Correspondence from individual paramedics or members of the public

In the event that Te Kaunihera members receive correspondence related to Te Kaunihera's work from individual paramedics or members of the public, this correspondence is to be forwarded to the Registrar who will respond.

Time commitment and remuneration

Working for Te Kaunihera can be time consuming, and people considering standing for Te Kaunihera should appreciate this. It involves attending regular 1 or 2-day meetings of the full Te Kaunihera and additional meetings as required. The reading before a meeting can be time consuming. Most meetings are held in Wellington at Te Kaunihera offices.

Some members find they need to negotiate a reduced workload in their usual employment to allow them to make a real commitment to Te Kaunihera. Te Kaunihera cannot function effectively unless members are able to commit sufficient time and effort to make a difference for both the profession and the public.

Kaunihera members are paid daily attendance fees for meetings, and expenses are reimbursed on an actual and reasonable claim basis. Te Kaunihera members are responsible for any tax on fees received.

Performance evaluation

Te Kaunihera has a responsibility to ensure it is governing and performing effectively. A regular and formal review process has been shown to substantially enhance Te Kaunihera performance. Te Kaunihera members are expected to commit to this process and undertake any personal development required as a result of this process or feedback from the Chairperson.

This is particularly important in the complex and constantly changing environment in which Te Kaunihera operates. Te Kaunihera has developed a 2-yearly review process for:

- the Chairperson – undertaken by Te Kaunihera members
- Kaunihera members – undertaken by the Chairperson
- Kaunihera self-appraisal.