

Board
Governance
Handbook

Updated
May 2018

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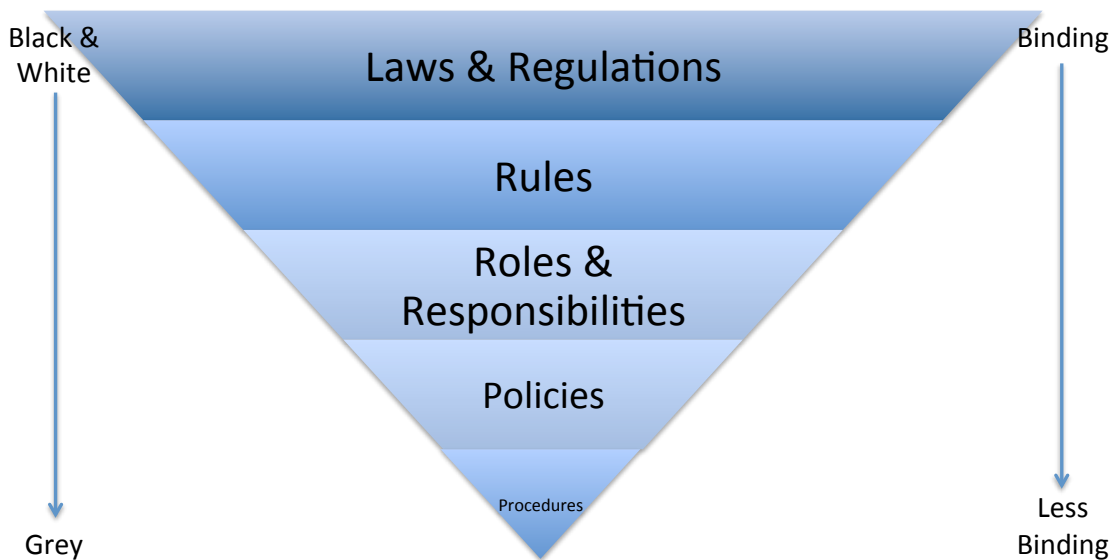
Overview

The purpose of this document is to provide guidance to the Board. Core functions and guiding principles discussed within this document define the Board's operations.

This document covers the five compliance contexts of governance. These are presented from the most to the least binding aspects.

1. Laws and Regulations
2. Rules
3. Roles and Responsibilities
4. Policies
5. Procedures

The Governance Context



Who can change procedures – policies – reference documents

PROCEDURE - Prior to changing a procedure, the changes must be discussed and communicated with staff and management and approved by the chief executive.

POLICY - A policy can only be changed after approval by the Board.

REFERENCE - Reference information can be updated by any employee.

Laws and Regulations

1. Laws and Regulations

These Laws and Regulations and their amendments are relevant and must be complied with:

1. Incorporated Societies Act 1908;
2. Privacy Act 1993;
3. New Zealand Taxation law;
4. Fair Trading Act 1986;
5. Intellectual Property law;
6. Human Rights Act 1993;
7. Employment Relations Act 2000 and other laws that affect the employment relationship;
8. Health and Safety in Employment Act 1992;
9. Legislation and regulations relating specifically to the Association.

Rules

2. Rules

The current Rules, adopted in September 2013, are:

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1. The Name / Te Ingoa

- a. The name of the Association will be Podiatry New Zealand (Incorporated) - Te Roopu Tiaki Waewae O Aotearoa.

2. Definitions and Interpretations

- a. Annual General Meeting means the annual meeting of the Association convened and held in accordance with Rule 6c.
- b. Association means Podiatry New Zealand (Incorporated) - Te Roopu Tiaki Waewae O Aotearoa.
- c. Board means the governing committee of the Association constituted under Rule 7, each member of which is a "Board member".
- d. Code of Professional and Ethical Conduct means the code of professional and ethical conduct as may be approved by the Board from time to time.
- e. Complaints Policy and Procedure means the complaints policy and procedure for Members of the Association as may be approved by the Board from time to time.
- f. Chairperson means a Board member appointed as chair by a majority of the Board.
- g. Financial Year shall mean the 12-month period ending on 30 June in every year.
- h. In writing means hand-written, printed or electronic communication of words or a combination of these methods.
- i. Member means a member of the Association with voting rights.
- j. Non-voting member means a member of the Association without voting rights.
- k. Registered Office shall be the New Zealand street address of the Secretariat of the Association or at any other New Zealand street address, which may be decided by the Board.
- l. Rules means these rules as may be amended from time to time.
- m. Secretariat means the administrative arm of the Association, which manages the day-to-day operations and undertakes other duties as delegated by the Board. Board members, Members, paid staff, consultants or any other person or body as determined by the Board from time to time, may undertake secretariat activities.
- n. Special Resolution means a resolution that requires not less than two-thirds (66%) of the Members voting at a general meeting, whether in person or by proxy, to vote in favour of the resolution.
- o. The Act means the Incorporated Societies Act 1908 and any amendments or substitutions.

3. The Objects / Whainga

- a. The Association is required to operate within the scope of its objects. In giving effect to these objects, the Association shall encourage policies and practices that reflect New Zealand's cultural diversity and shall, in particular, have due regard to the provisions, spirit and intent of the Treaty of Waitangi.
- b. The objects of the Association are:
 - i. To communicate to Members information on matters affecting the profession and to print, publish, issue and circulate such papers, periodicals, books, circulars, web pages, emails, leaflets and other literary undertakings as may seem conducive to any of the objects of the Association.
 - ii. To protect, maintain and promote the general advancement of the science and practice of podiatry.
 - iii. To construct, maintain or alter any houses, buildings or works necessary or convenient for the purposes of the Association.
 - iv. To donate, on such terms and conditions as may from time to time be prescribed, prizes or other awards and establish scholarships, grants and other benefactions.
 - v. To respond, where appropriate, to complaints raised by consumers and other interested parties.
 - vi. To establish, promote and maintain quality standards for all stakeholders in the podiatry profession within New Zealand.
 - vii. To establish, subscribe to, promote, become a member of, support, amalgamate, affiliate or cooperate with any other institution or association whose objects are altogether or in part similar to those of the Association.
 - viii. To grant recognised certificates of competency to those engaged in the profession.
 - ix. To obtain any Act of Parliament or Charter for all or any of the objects of the Association.
 - x. To uphold the rights and legal status of podiatrists.
 - xi. To promote legislation considered necessary by the Association in the interest of podiatry and of the general public.

- xiii. To originate and promote improvements in the law and to support or oppose alterations to any legislative body or authority and to promote deputations and take such other steps and proceedings as may be deemed expedient for the furtherance of any of the objects of the Association.
- xiii. To preserve and maintain professional integrity by imposing strict rules of conduct as a condition of on-going membership.
- xiv. To consider and deal with all questions involving or affecting the profession of podiatry in New Zealand.
- xv. To provide an avenue for Members to discuss and debate matters of common interest related to the practice of podiatry.
- xvi. To provide facilities for social contact between Members and their employees and if thought fit to afford them all or any of the usual privileges, advantages, conveniences of the Association.
- xvii. To provide for the delivery and holding of lectures, exhibitions, public meetings, classes and conferences calculated to advance the cause of education in the profession whether general, professional or technical.
- xviii. To promote the training of students of podiatry, to advise on it and to assist the school or schools entrusted with this task.
- xix. To purchase, take on lease or in exchange, hire or otherwise acquire any real and personal property, which may be deemed necessary or convenient for any of the purposes of the Association.
- xx. To receive any gift of property whatever subject to any special trust, or not, for any one or more of the objects of the Association.
- xxi. To represent generally the views and interests of the profession.
- xxii. To sell, manage, lease, mortgage, dispose of or otherwise deal with all or any part of the property of the Association.
- xxiii. To watch over and promote the interests of the profession generally.
- xxiv. To do all such other lawful things as are incidental or conducive to the attainment of the above objects.

4. Membership / Mematanga

a. Member Applications

- i. Any person who satisfies the criteria for one of the membership categories determined by the Board under Rule 4b is eligible for membership and may become a Member if he or she:
 - completes the relevant application form, supplies all requisite details and information and makes any declarations, or gives any undertakings, that may be required by the Board from time to time (including, but not limited to, undertakings as to compliance with the Rules and any Code of Conduct or Code of Ethics); and
 - pays the appropriate membership fee.

b. Membership Categories

- i. The membership of the Association shall consist of various categories as determined by the Board. The Board will set the eligibility criteria for each category of membership.

c. Membership Fees

- i. The membership fees of the Association shall be determined from time to time by the Board.

d. Ceasing Membership

- i. The membership of a person ceases on resignation, expulsion or death -
 1. A Member is taken to have resigned if the Member's written resignation is received by the Association; or
 2. The Member's annual subscription is more than 2 months in arrears; or
 3. Where no annual subscription is payable a written request to the member to confirm that he or she wishes to remain a member has not been responded to within 1 month after the request has been sent.
- ii. A Member may be expelled from the Association if -
 1. The Member does not provide the requisite details, information, declarations or undertakings set out in the application form; or
 2. The Member no longer fulfils the eligibility criteria for a category of membership: or
 3. A complaint against the Member is made, investigated and upheld under and in accordance with the Complaints Policy and Procedure.

e. Register of Members

- i. The Association shall keep a register of Members, containing full name, address, occupation and employer.

5. Alteration of the Rules / Te Whakarenketanga Ture

- a. These Rules may only be altered by a Special Resolution.

6. General Meetings and Voting

a. Meetings / Nga Hui

- i. A meeting is either an Annual General Meeting or a special general meeting.

b. Notice of Meeting

- i. Members shall be given at least 21 days' notice of any general meeting.
- ii. The Association may give the notice of meeting to its Members
 - 1. By sending it by post to the address of the Member in the register of Members; or
 - 2. By sending it to the electronic mail address nominated by the Member.
- iii. The notice of meeting must:
 - 1. Set out the place, date and time for the meeting (and, if the meeting is to be held in two or more places, the technology that will be used to facilitate this); and
 - a. State the business of the meeting; and
 - b. State that Members have the right to appoint a proxy; and
 - c. State that the business of the meeting will be restricted to those items of which due notice has been given.

c. Annual General Meeting

- i. The Annual General Meeting shall be held once every year no later than five months after the Association's balance date.
- ii. The Board shall determine when and where the Annual General Meeting will be held.
- iii. At each Annual General Meeting the Board shall present a report covering the previous year's work and other matters pertaining to the welfare of the Association and the Association's year-end financial statements.
- iv. Other business, including general business, may also be undertaken.

d. Special General Meeting

- i. The Board may call special general meetings.
- ii. The Board must call a special general meeting if the Chairperson receives a written request signed by at least 10% of the Members.
- iii. A request for a special general meeting must—
 - 1. Be in writing; and
 - 2. State the business to be considered at the meeting and any resolutions to be proposed; and
 - 3. Include the names and signatures of the Members requesting the meeting; and
 - 4. Be given in writing to the Board.
- iv. If the Board does not convene a special general meeting within one month after the date on which the request is received by the Board,
 - 1. The Members making the request (or any of them) may convene the special general meeting.
 - 2. The Association must reimburse all reasonable expenses incurred by the Members convening the special general meeting.
- v. A special general meeting convened by Members
 - 1. Must be held within 3 months after the date on which the original request was received; and
 - 2. May only consider the business stated in that request.

e. Quorum

- i. No business shall be transacted at any general meeting unless a quorum is present at the time when the meeting proceeds to business.
- ii. A quorum shall be at least 5% of Members or by proxy. In the case of any dispute as to whether the requisite number of Members are present, the decision of the chairperson of the meeting will be final.

f. Adjourning Meetings

- i. The chairperson may, with the consent of any meeting at which a quorum is present (and must, if so directed by the meeting) adjourn the meeting but only business left unfinished at the meeting from which the adjournment took place may be transacted at the adjourned meeting.

- ii. If a meeting is adjourned for 21 days or more, notice of the adjourned meeting must be given as in the case of an original meeting.

g. **Chair at Meetings**

- i. The chairperson for the purposes of any general meeting of the Association shall be the Chairperson.
- ii. The Chairperson will be entitled to take the chair at every general meeting of the Association.
- iii. If at any general meeting the Chairperson is not present within 15 minutes after the appointed meeting time, the Members present will choose a member from their number to be the chairperson.

h. **Equality of Votes**

- i. In the case of an equality of votes, the chairperson of the meeting shall not be entitled to have a second or casting vote. The resolution put to the vote shall be deemed lost.

i. **Minutes**

- i. All minutes of general meetings shall be kept at the registered office of the Association or by electronic means, as determined from time to time by the Board.

j. **Resolutions Decided By Show Of Hands Unless a Poll Is Demanded**

- i. At any general meeting, a resolution put to the vote of the meeting must be decided on a show of hands unless any member, either in person or by proxy, demands a poll. Such demand must be made before or immediately on the declaration of the result of the show of hands.
- ii. If a resolution is to be voted on by show of hands, each member present shall have one vote.
- iii. Unless a poll is demanded in accordance with these Rules a declaration by the chairperson that a resolution has on a show of hands been carried unanimously or by majority, or lost.
- iv. An entry to that effect in the minutes of the Association is conclusive evidence of the fact provided that the chairperson's declaration reflects either the show of hands or the votes received.

k. **How and When Poll Taken**

- i. If a poll is demanded in accordance with these Rules it must be taken either:
 - 1. At once;
 - 2. After an interval or adjournment not exceeding one hour; or
 - 3. Otherwise as the chairperson directs.
- ii. The result of the poll is the resolution of the meeting at which the poll was demanded.
- iii. A poll demanded on the election of a chairperson or on a question of adjournment must be taken immediately.
- iv. On a poll, a member holding more than one vote need not exercise all votes in the same way.
- v. A demand for a poll may be withdrawn.

l. **Votes of Members if Poll is Demanded**

- i. If at any general meeting a resolution is put to the vote of the meeting by a poll, either at the meeting or by postal or electronic ballot, each member who is entitled to vote has one vote.

m. **Postal and Electronic Ballots**

- i. Any resolution of Members able to be passed at a general meeting may instead be passed by postal or electronic ballot (a ballot) conducted in accordance with these Rules.
- ii. The Board may determine that any resolution be put to Members by way of ballot and, if so, the Board is to be responsible for conducting the ballot, for supervising the conduct of each ballot and for determining whether the votes have been properly cast.
- iii. The ballot paper for, and other papers relating to, any ballot are to be in the form determined by the Board, but in each case must:
 - 1. Specify the resolution proposed to be put for the consideration of Members,
 - 2. Include an explanatory memorandum, setting out the general effect of the resolution, and
 - 3. State the time and date on which the ballot is to close.
- iv. On any ballot, voting shall be deemed a poll. The Board shall ensure that Members are advised of the result of the ballot within 48 hours of the counting of the votes in any ballot. The result of any ballot shall be as effective and binding on Members as a resolution at a meeting.

n. Proxies

- i. A Member may appoint another Member as his or her proxy to vote and speak on his or her behalf at any general meeting.
- ii. The appointment of a proxy must be in writing and signed by the Member making the appointment.
- iii. The Member appointing the proxy may give specific directions as to how the proxy is to vote on his or her behalf, otherwise the proxy may vote on behalf of the Member in any matter as he or she sees fit.
- iv. If the Board has approved a form for the appointment of a proxy, the Member may use any other form that clearly identifies the person appointed as the Member's proxy and the Member has signed that.
- v. A form appointing a proxy sent in writing is of no effect unless the Association receives it no later than 24 hours before the commencement of the meeting.

7. Election of Officers / Kowhiringa Poti O Nga Apiha

a. Board

- i. The Board may consist of up to seven Members as follows:
- ii. Three Members elected as Board members by the Members of the Association in accordance with Rule 7 c below.
- iii. One Podiatrist Maori representative. A Maori representative body (recognised by the Board), shall determine their processes for selecting their representative.
- iv. One Podiatrist student representative. A student representative body (recognised by the Board), shall determine their processes for selecting their representative.
- v. The Board may co-opt from time to time additional Board members with or without full voting rights provided that at no time shall there be more than two [2] such co-opted Board members. Their term of appointment will be two years unless the Board specifies a shorter period or earlier rescinds their appointment. A person may be co-opted because they bring particular aptitude to the Board and such person(s) may or may not be a current Member.

b. Chairperson

- i. At the first Board meeting after the Annual General Meeting, the Board will appoint a Board member as Chairperson by consensus or a simple majority vote of the Board. The Board member proposed as Chairperson may participate in any such vote.

c. Election of Three Members to the Board

- i. Notifications calling for nominations to vacant Board positions are to be sent in writing to all Members at least 45 days prior to the Annual General Meeting.
- ii. All nominations must be in the hands of the Secretariat 30 days prior to the Annual General Meeting
- iii. A proposer and seconder must sign the nominations. The nominee must also agree in writing to accept nomination. Proposer, seconder and nominee must all be Members of the Association
- iv. Any nominee must have been a Member of the Association for at least two consecutive years.
- v. The term of appointment will be 2 years.
- vi. In the event the nominations received do not exceed the number of vacancies, the Board may declare that nominees duly elected without the need for a ballot of any kind.
- vii. Voting forms, whether paper or electronic, shall be forwarded to all Members no later than 20 days prior to the Annual General Meeting.
- viii. Voting must be concluded at least seven days before the Annual General Meeting.
- ix. The Board may appoint two scrutineers to determine the result of the election.

d. Vacancies

- i. Should a position become vacant through death, resignation or for any other reason the Board may appoint a suitable replacement from the membership to act in that office until the next regular election of that Board member would occur.

e. Duties of the Board

- i. As soon as practicable after being elected or appointed to the Board, each member must become familiar with these Rules and the Act.
- ii. The Board is collectively responsible for ensuring that the Association complies with the Act and that individual members of the Board comply with these Rules.
- iii. Board members must exercise their powers and discharge their duties—
 1. In good faith in the best interests of the Association;
 2. For a proper purpose;
 3. With care and diligence; and

4. To avoid and declare any potential or perceived conflicts of interest
- iv. Board members and former Board members must not make improper use of—
 1. Their position
 2. Information acquired by virtue of holding their position so as to gain an advantage for themselves or any other person; or
 3. To cause detriment to the Association.
- v. The business of the Association must be managed by or under the direction of the Board.
- vi. The Board may exercise all the powers of the Association except those powers that these Rules or the Act require to be exercised by general meetings of the Members.
- vii. The Board may—
 1. Appoint and remove the chief executive officer/Secretariat;
 2. Establish subcommittees consisting of Members and non-members with terms of reference it considers appropriate;
 3. Approve (and from time to time amend) a Code of Professional and Ethical Conduct and a Complaints Policy and Procedure, both of which will be binding on all Members once notice is given to Members of them (which may be done in the same manner as a notice of meeting is given under Rule 6 b ii). That code of Professional and Ethical Conduct and the Complaints Policy and Procedure may be published on the Association's website.

f. **Delegation**

- i. The Board may delegate to a member of the Board, a subcommittee or staff, any of its powers and functions other than—
 1. This power of delegation; or
 2. A duty imposed on the Board by the Act or any other law.
- ii. The delegation must be in writing and may be subject to the conditions and limitations the Board considers appropriate.
- iii. The Board may, in writing, revoke a delegation wholly or in part.

g. **Vacation of Office**

- i. A Board member may resign from the Board by written notice.
- ii. A person ceases to be a Board member if he or she—
 1. Ceases to be a Member ; or
 2. Fails to attend 3 consecutive Board meetings without a leave of absence from the Chairperson.
- iii. A Board member may be removed from office by the Chairperson by reason of:
 1. Inability to perform the requirements of the position
 2. Neglect of duty
 3. Misconduct
 4. Bankruptcy

h. **Quorum**

- i. No business shall be transacted at any Board meeting unless a quorum is present at the time when the meeting proceeds to business. A quorum shall be not less than half the Board members plus one, all personally (including by technology as referred to in Rule 7 i below) present and eligible to vote. If there is any dispute as to whether or not a quorum is present, the Chairperson's decision will be final.

i. **Use of Technology**

- i. A Board member who is not physically present at a Board meeting may participate in the meeting by the use of technology that allows that member and the Board members present at the meeting to clearly and simultaneously communicate with each other.
- ii. A Board member participating in a Board meeting is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

j. **Conflict of Interest**

- i. A Board member who has a material personal interest in a matter being considered at a Board meeting must disclose the nature and extent of that interest to the Board.
- ii. If the Chairperson determines that the member has a material conflict, the member -
 1. Must not be present while the matter is being considered at the meeting; and
 2. Must not vote on the matter.
- iii. If there are insufficient Board members to form a quorum after all Board members who have a material personal interest are disqualified from voting on a matter, a general meeting may be called to deal with the matter.

1. This rule does not apply to a material personal interest—
 - a. That exists only because the member belongs to a class of persons for whose benefit the Association is established; or
 - b. That the member has in common with all, or a substantial proportion of, the Members of the Association.

k. Minutes of meetings

- i. The Board must ensure that minutes are taken and kept of each Board meeting.
- ii. The minutes must record the following—
 1. The names of the members in attendance at the meeting;
 2. The business considered at the meeting;
 3. Any resolution on which a vote is taken and the result of the vote;
 4. Any material personal interest disclosed by a member.

l. Transition provisions

- i. Following the adoption of these Rules, the President shall assume one of the Board positions until the following Annual General Meeting.
- ii. The remaining Board members (excluding the Maori and student representatives) will by consensus reduce their number to two. If agreement cannot be achieved, straws will be drawn for the remaining positions.
- iii. By consensus, one Board position will remain until the following Annual General Meeting, the other will remain in place until the second Annual General Meeting.

8. Common Seal / Te Tohe TakeTake

- a. The Secretariat shall have custody of the common seal, which shall only be used by the authority of the Board. Two members of the Board shall sign every document to which the common seal is affixed.

9. The Control and Investment of the Association's Funds

- a. The Association must keep true and fair accounts.
- b. The Board is responsible for keeping proper accounting records of the Association's financial transactions to allow the Association's financial position to be readily ascertained.
- c. Annual financial statements for presentation at each Annual General Meeting will be prepared in accordance with the Association's accounting policies.
- d. The income and property of the Association shall be applied solely towards the promotion of the objects of the Association and no portion shall be paid or transferred directly or indirectly by way of dividend, bonus or profit to any Member or those who have previously been Members.
- e. Nothing shall prevent the payment in good faith of remuneration or payment for services or goods provided by any Member or employee of a Member for any service actually rendered to the Association, provided that any contract for the engagement of that Member with the Association has been fully disclosed to the Board. If the service is to be rendered by a Board member, that person shall not be present at any deliberations or vote on any matter in which he or she is financially interested.
- f. Nothing shall prevent the reimbursement from the funds of the Association, as may be decided by the Board, of expenses which are incurred by Board members, or officers in carrying out duties for the Association which, by reason of offices held by them under these Rules they are required to perform, or duties for which they are specifically appointed by the Board.
- g. The Board may use the funds of the Association as it considers necessary, expedient or proper in payment of the costs and expenses in furthering or carrying out the objects of the Association including the employment of solicitors, auditors, officers, agents, consultants and employees or others authorised to perform the functions delegated to the Secretariat.

h. How Funds Will Be Invested

- i. The Association may invest and deal with funds of the Association not immediately required in such a manner as decided by the Board.

10. The Powers to Borrow Money

- a. The Board may borrow or raise money from time to time, by the issue of debentures, bonds, mortgages or any other security based on all or any of the property and/or rights of the Association and either with or without security. The borrowing may be upon such terms as to priority and otherwise as the Board thinks fit.

11. Winding up

- a. The Association shall not be dissolved except by special resolution passed in accordance with the provisions of section 24 of the Incorporated Societies Act 1908 and if upon winding up or dissolution of the Association there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the Members, but shall be given or transferred to such other organisations, having objects similar to the objects of the Association, as may be decided at or before the time of dissolution by the Members.

12. Divisions, Specialist Groups

a. Divisions and Specialist Groups

- i. The Board may grant permission for the establishment of Divisions and Specialist Groups.
- ii. The Board may provide financial and/or other assistance to Divisions and Specialist Groups where it considers it to be in the interests of the Association.
- iii. Where it considers it to be in the interests of the Association, the Board may take steps (including the calling of a meeting of Members) to promote the establishment of a new Division or Specialist Group.
- iv. Where an existing Division or Specialist Group has not for a significant period being operating effectively, the Board may call a meeting of the Division or Specialist Group for the purpose of reactivating or reforming the Division or Specialist Group, and if such meeting is not able to reactivate or reform the Division or Specialist Group, the Board may appoint a convenor with the task of trying to secure the reactivation or reform of the Division or Specialist Group, such convenor shall hold office until the appointment is discontinued by the Board.
- v. A Division or Specialist Group shall have at least five active Members. If at any time a Division or Specialist Group ceases to have at least five active Members and/or cease to have regular meetings, the Division or Specialist Group shall automatically be suspended and shall remain suspended until either the Board is satisfied that the Division or Specialist Group membership will on the lifting of the suspension be restored to at least five active Members or the question of the future of the Division or Specialist Group has been dealt with as otherwise provided for in these Rules.
- vi. The Board may cancel any permit issued for the establishment of a Division or Specialist Group by resolution.
- vii. Each Division or Specialist Group shall exist by virtue of a permit issued by the Board and shall consist of Members (and by agreement of the Board non-Members) of the Association and shall retain such permit so long only as it remains united to the Association according to these Rules.
- viii. The Board may draw up a set of by-laws or terms of reference for the operation of a Division or Specialist Group provided that such by-laws or terms of reference are not inconsistent with these Rules. No Division or Specialist Group shall be allowed to act under any rules other than those adopted by the Board.

Rules of Podiatry New Zealand Incorporated adopted October 2013.

Signed by three members of the Society

Ben Lamb

Caron Orelowitz

Michele Garrett

Historical Reference for the Association

3. Historical Reference for the Association

Founded in 1946, PodiatryNZ is the profession's membership organisation.

A not for profit organisation registered under the Incorporated Societies Act and dedicated to better patient outcomes by enhancing the profession of podiatry and increasing awareness among New Zealanders about the importance of good foot health care.

PodiatryNZ acts as the national voice representing the interests of Podiatrists.

Past Board Members:

Michele Garrett

Andrew Jones

Jenny Cousins

Bruce Baxter

The Board

4. The Board

4.1 Roles and Responsibilities of the Board

The Board is responsible to the members for the overall governance of the Association. This includes ensuring the long-term viability, enhancing performance through strategy formulation and policy making.

The Board comprises the individual elected and co-opted members. Individual Board Members can only act to influence the decision-making of the entity when meeting formally as a group - as The Board.

The Board activity is based on the Tricker model, which summarises Board responsibilities in diagrammatic form (see Figure 1):

Figure 1: The Tricker Model of Board Responsibilities



Source: Robert Tricker 1004 International Corporate Governance: Text Reading & Cases, New York, Prentice Hall.

The Board's responsibilities are to

1. Determine the strategy of the Association through -
 - a. determining the vision for the future;
 - b. making the choices to create the future for our members and the communities they serve;
 - c. developing and endorsing a strategic plan at least every three years;
 - d. monitoring changes in the external environment which have bearing on the Association's vision, and identifying implications for strategic direction and goals.
2. Establish policy by which the Association will be governed, including -
 - a. developing and maintaining the governance handbook;
 - b. approving Board policy documents and organisational position statements, including codes of conduct, continuous disclosure, legal compliance and other significant corporate policies;
 - c. determining the delegations of power and responsibility to the CEO/Secretariat, and the limits to those powers and responsibilities;
 - d. having input to and giving final approval of the annual budget;
 - e. recognising appropriate risks to the achievement of the strategic direction set;
 - f. ensuring appropriate systems of risk management and internal compliance and controls are in place.
3. Monitor and supervise the organisation's performance including -
 - a. monitoring the CEO/Secretariat performance;
 - b. monitoring progress against the budget;
 - c. approving expenditure outside the approved budget and delegations;
 - d. approving and monitoring any major capital expenditure.
4. Ensure accountability of the organisation to members and other stakeholders through - approving and monitoring financial and other reporting to members and other stakeholders;
 - a. monitoring compliance with all legal and statutory obligations, including provisions in the Rules;
 - b. evaluating its own (the Board's) performance and compliance with the Rules.
5. Ensure key organisational positions are filled with appropriately skilled and qualified individuals, including appointing and removing as necessary -
 - a. a Chair;
 - b. the Chief Executive Officer;
 - c. an external Auditor or reviewer if required.
6. Work with and through the CEO/Secretariat -
 - a. providing leadership, guidance, advice and support to the CEO/Secretariat to deliver on the Board's strategic priorities;
 - b. delegating appropriate authority and responsibilities to the CEO/Secretariat to establish programs, budget, administer finances and otherwise manage the organisation according to sound business practice;
 - c. providing a credible and effective link between the members and stakeholders of and the activities undertaken on their behalf by the Association;
 - d. holding the CEO/Secretariat accountable for all delegated responsibilities.

4.2 Roles and Responsibilities of Board Members

Each Board Member must -

1. act in good faith in the best interests of the Association and for a proper purpose;
2. exercise due care and diligence that a reasonable person would exercise;
3. adhere to and uphold the Board's policies and decisions properly arrived at;
4. respect the Board's authority to act, notwithstanding that the Board Member may have offered a dissenting view at the Board table prior to the Board's decision being made;
5. act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, and recognising both their legal and moral duties as a Board Member;
6. commit the time necessary to effectively discharge their duties as a Board Member;
7. remain informed about the Association's mission, policies and services, and the range of views of members about the Association's operations;
8. understand the complexities of the sector in which the Association operates in order to adequately assess the opportunities and risks faced by the sector and by the Association;
9. prepare for and endeavour to attend all Board meetings;
10. respect the confidentiality of all matters, information, discussions and deliberations coming before them as Board Members and not disclose (or allow to be disclosed) confidential information of a sensitive nature gained in the course of performing their duties, other than as agreed by the Board, required by the Rules or as required by law;
11. systematically consider information relating to the Association's performance;
12. ensure the Association remains solvent and does not trade while insolvent;
13. avoid conflicts of interest;
14. immediately declare to the Board any conflicts of interest that may arise and comply with any provisions for addressing such conflicts;
15. not improperly use their position or misuse information of the Association;
16. not claim to represent the Association's views and policies except where explicitly authorised to do so by the Board;
17. not make negative public comment about the Association, its Board, members or staff;
18. resign as a Board Member if unable to comply.

4.3 Roles and Responsibilities of Board Chair

1. The Board Chair

- a. is elected by and accountable to the Board as a whole;
- b. has all the same duties and responsibilities as other Board Members, but is considered the 'lead' Member, with additional responsibilities for leading the Board, and for ensuring the integrity of the Board's processes and actions;
- c. must commit the time necessary to discharge effectively their role as Chair of the Board.

2. The Chair's responsibilities are to

- a. maintain a good relationship with the CEO/Secretariat to optimise their capacity to fulfil their responsibilities;
- b. oversee adequate processes to enable the Board to function properly and effectively discharge its supervisory role in relation to New Zealand law and its own governance policies, including but not limited to:
 - i. developing the Board meeting agenda;
 - ii. chairing meetings of the Board;
 - iii. ensuring the Board complies with its own governance policies and prosecutes its strategic, policy, monitoring and accountability responsibilities effectively;
 - iv. facilitating all Board Members making an informed and constructive contribution to the Board's deliberations;
 - v. guiding and mediating Board deliberations and responses with respect to major organisational priorities and governance concerns.
- c. promote constructive and respectful relations between Board Members and between the Board and management;
- d. ensure that the annual performance of the Board and the Board Members are evaluated in a professional and timely manner;
- e. ensure that the annual performance of CEO/Secretariat is evaluated in a professional and timely manner;
- f. be the chief representative and spokesperson for the Association to outside parties, unless another Board Member, the CEO/Secretariat, or another member is delegated to do so. All such representation shall reflect both the stated policy intent and the spirit of the Board's position;
- g. perform other responsibilities assigned from time to time by the Board.

3. The Chair is not empowered to

- a. assume the role or responsibilities of the CEO/Secretariat;
- b. unilaterally change Board governance policies, strategic directions or Limitations (delegations) Policy;
- c. inhibit the free flow of information to the Board necessary for sound governance;

- d. come between the Board and its formal links with the CEO/Secretariat by altering or controlling flows of information necessary for the Board to appropriately undertake its governance responsibilities.

4.4 Roles and Responsibilities of the CEO/Secretariat

The CEO/Secretariat is responsible for the day-to-day management of the Association within the strategic directions established by the Board. All powers, discretions and delegations shall be authorised, from time to time, by the Board. The Board shall be responsible for regularly reviewing and ensuring that all necessary and appropriate delegations are in place to enable the CEO to meet this responsibility.

1. The CEO/Secretariat

- a. is the Chief Executive Officer and support to the Board;
- b. supports the Board with strategic information, ideas and reports that are relevant, timely and accurate;
- c. plans, co-ordinates and implements the vision, mission, strategies and policies established by the Board;
- d. reports directly to the Board through written and verbal reports;
- e. assures the Board of compliance to its policies through agreed upon reporting processes at least annually or as otherwise specified.

2. The CEO/Secretariat is regarded as an “ex-officio” member of the Board but is not entitled to vote.

The CEO/Secretariat shall be entitled to:

- a. attend all Board meetings;
- b. participate in any discussions relating to any question or motion before such meetings;
- c. offer advice, counsel, information, make recommendations and provide their opinion on matters before the Board;
- d. have access to all Board documents and minutes.

3. The CEO/Secretariat is responsible for:

- a. the overall leadership and ongoing management of the day to day operations of the Secretariat including operational, financial and behavioural performance;
- b. developing, for the Board, annual strategic goals performance targets and standards – the ‘annual business plan’;
- c. providing strong leadership to, and effective management of all staff/volunteers assigned to and/or contracted to the Association;
- d. identifying, sourcing and reviewing business development opportunities for future development and growth and providing the Board with advice, counsel and information on business development and expansion opportunities;
- e. developing and implementing any operational policies, decisions, actions, practices and activities (including but not limited to operational budgets, strategies, programs, plans, projects, contracts, fiscal statements);
- f. establishing and leading any committees, business units and working parties as needed from time to time;
- g. effective marketing of the Association to existing and potential members;
- h. overseeing the development, maintenance, security and utility of the physical resources, assets, facilities, premises and locations;

- i. developing and implementing an effective compliance culture and appropriate systems to ensure all legal, statutory, regulatory, accounting and policy obligations are fulfilled;
- j. developing and implementing appropriate risk management systems; and
- k. other duties as delegated to the CEO/Secretariat by the Board from time to time.

Aspects of these responsibilities may be delegated at the Secretariat discretion, noting that all accumulated accountability for all operational functions resides with the Secretariat.

4.5 Current Board

BEN LAMB - CHAIR

Health & Sport Central – Christchurch - ben@healthandsportcentral.co.nz

As one of the clinical directors and head of podiatry at Health and Sport Central in Christchurch, my primary focus is around biomechanics, sports injury and orthotic therapy. I am the director of Footmed Orthotics, a commercial orthotics laboratory that manufactures orthotics for podiatrists. I am trained as a podiatric surgeon, affiliated through the Ohio College of Podiatric Surgery. I have been on the PodiatryNZ Board since 2013. An area of great interest to me is working as the national clinical director of Fit Feet for the Special Olympics and I enjoy the work I do as a technical educator for a shoe retailer. I'm passionate about Podiatry and have great confidence in the profession moving forwards.

CARON ORELOWITZ

The Podiatrist – Auckland - Caron@thepodiatrist.co.nz

I studied podiatry in Johannesburg, graduating in 1994. I have two postgraduate certificates from the University of South Australia and have completed several paediatric courses. I am currently doing a postgraduate Diploma in Sports and Exercise Medicine through Otago University. As a solo practitioner in private practice, I run a number of clinics in Auckland and holds PHO diabetes high-risk foot contracts. I have a keen interest in paediatrics and sports podiatry.

LAWRENCE KINGI

Maori Representative – Auckland - mokonui@hotmail.com

I graduated in 2008 with a bachelor of Health Science (Podiatry). I am currently contracted to Counties Manukau District Health Board as part of the Diabetes Secondary Podiatry and Rheumatoid Arthritis clinics. I work in a multi-disciplinary team as a Renal Podiatrist. I have been working with Huakina Development Trust to deliver a tikanga based podiatry clinic at Nga Hau e Wha Marae and Ooraeroa Marae as part of their Whare Oranga Programme. I believe the biggest challenge facing PodiatryNZ is ensuring professional relevance is maintained through focused public engagement, branding and building awareness with other medical professions.

MATTHEW FRANKEN

Blenheim Podiatry - matthewfranken@gmail.com

Matthew qualified as a Podiatrist in 2001 and has been practising Podiatry ever since. He has worked in Christchurch for 5 years, privately and publicly and then spent 2 years in a rural Australian hospital. Matthew and Kate moved to Blenheim in 2007, taking over the establish Wairau Podiatry, turning it into Blenheim Podiatry in April 2014. Matthew is a keen sports man and has a strong interest in biomechanics and orthotics, as well as nail surgery.

ANGELA BRENTON-RULE

Head of Podiatry School – Auckland University of technology - angela.brentonrule@aut.ac.nz

Dr Angela Brenton-Rule is a New Zealand registered podiatrist and Head of Podiatry at the Auckland University of Technology (AUT). Angela has extensive teaching, clinical and research experience with a particular interest in the foot and ankle in rheumatologic conditions. She is also involved in the specialist podiatric rheumatology clinic at AUT and is an associate editor of Arthritis Care and Research. Angela completed her doctoral studies in 2015 to become only the second New Zealand trained podiatrist to achieve a doctoral degree. Her research focused on the foot and ankle characteristics associated with falls in people with rheumatoid arthritis.

Board Policies

5. Board Policies

5.1 Conflict of Interest Policy

The conflict of interest policy is to prevent the institutional or personal interests of Board Members, officers, and staff from interfering with the performance of their duties to the Association, and to ensure that there is no personal, professional, or political gain at the expense of the Association.

This policy is not designed to eliminate relationships and activities that may create a duality of interest, but to require the disclosure of any conflicts of interest or conflict of loyalty and to omit that party from a decision where a conflict exists.

A conflict may exist when the interests or potential interests of any Board Member, officer, or staff member, or any other organisation or company to which the person associated with the Association has allegiance. Conflicts may be seen as competing with the interests of the Association, or they may impair a person's independence or loyalty to the Association.

A conflict is defined as an interest that might affect, or might reasonably appear to affect, the judgment or conduct of any Board Member, officer, or staff member in a manner that is adverse to the interests of the Association.

A conflict may exist if a Board Member, officer, staff member, relative or associate:

1. has a business or financial interest in any third party dealing with the Association. (This does not include an interest of less than 5 per cent of a publicly listed company.);
2. holds office, serves on a Board, participates in management, or is employed by any third party dealing with the Association (this includes any organisation where the membership of it may give rise to a conflict of loyalty);
3. derives remuneration or other financial gain from a transaction involving the Association;
4. engages in any outside employment or other activity that will materially encroach on such person's obligations to the Association; compete with the Association activities; involve any use of the Association's equipment, supplies, or facilities; or imply the Association's sponsorship or support of the outside employment or activity.

Use of Information

Board Members, officers, and staff shall not use information received from participation in the Association's affairs, whether expressly determined as confidential or not, for personal or professional gain or to the detriment of the Association.

Disclosure and Recusal

Whenever any Board Member has a conflict of interest or a perceived conflict of interest with the Association, they shall notify the Chair of such conflict and the conflict shall be noted at the next Board meeting. Whenever any staff member (paid or volunteer) has a conflict of interest or a perceived conflict of interest with the Association, they shall notify the Chair.

When any conflict of interest is relevant to a matter that comes under consideration or requires action by the Board the interested person shall call it to the attention of the Board. That person shall provide the

Board or applicable committee with any and all relevant information on the particular matter and the Chair will decide if that person will participate in the meeting and/or decision-making.

The Minutes of the meeting of the Board or its committee shall reflect that the conflict of interest was disclosed, that the interested person was or was not present during discussion or decision on the matter.

5.2 Conflict Register

Board Members and Senior Staff

I have read and agree to abide by the Association’s Conflict of Interest Policy. To the best of my knowledge, I have no conflicts as described in this Policy.

SignatureDate

Name (please print)

— OR —

I have read and agree to abide by the Association’s Conflict of Interest Policy. To the best of my knowledge, I have no conflicts as described in this Policy, except those noted below or on the attached paper.

SignatureDate

Name (please print)

Conflicts noted:

1. _____
2. _____
3. _____

5.3 Board Meeting Policies

Board Meeting Policy

Board meetings will be held at a frequency to be determined by the Board. The purpose of these meetings over the course of each yearly cycle is to

1. determine and/or refine the Association's strategic vision and objectives;
2. engage in analysis and make informed choices to deliver the future as articulated in the Association's vision;
3. review and approve Board policies as needed;
4. approve operational goals for management including the annual operating plan and budget;
5. monitor progress over time against strategic objectives;
6. monitor performance of operational plans including financial results;
7. confirm the appropriateness of the Board's risk appetite, and the effectiveness of risk management and compliance procedures and practices;
8. approve the annual audit plans;
9. review CEO/Secretariat performance and undertake an annual formal review; and
10. set remuneration/fees for the CEO/Secretariat.

Board Meeting Preparation and Conduct Policy

The following processes shall apply to the preparation for and conduct of Board meetings

1. every reasonable effort will be made to organise meetings at a time and place which can be attended by all Board Members and the CEO;
2. the Board may meet in person or by teleconference or other electronic means;
3. all Board Members are expected to make every reasonable effort to attend meetings;
4. where a Board Member knows in advance that they are unable to attend a meeting they must give an apology and may provide the Chair with written advice of their vote on matters before the Board prior to the meeting;
5. Board Members are entitled to reasonable reimbursement for expenses incurred in travelling to and from Board meetings as set out in the Travel, Accommodation and Expenses Policy;

6. Board Members, staff and members may put forward items for inclusion on the Board Agenda. Agenda items shall be accompanied by a paper providing necessary information to support informed decision making by the Board;
7. No papers shall be tabled at the Board meeting without prior notice, except with the permission of the Chair. Wherever possible, matters without notice (and without papers) shall be placed on the Agenda for the subsequent Board meeting and a paper prepared;
8. Board Members are expected to make all reasonable effort to read the Board papers provided and to remain informed of issues, analysis, information, developments and policies which have bearing on the Association's strategic position and activities;
9. decision making will be by consensus as far as possible. The principle of consensus building assumes that all points of view are valid and incorporate minority views into the discussion. The goal is to find a solution that everyone can accept and is willing to implement. Consensus eliminates the win-or-lose approach of a majority vote because it does not count votes. It takes a qualitative approach, not forcing a compromise but seeking to eliminate objections. It also encourages alternative thinking and fosters innovative solutions;
10. All Board Members are entitled to be heard at all meetings and should bring an informed and independent judgement to bear in decision-making;
11. Minutes of proceedings will be kept of all meetings of the Board and its committees. All decisions will be recorded in the Minutes. Minutes will be made available to members upon request;
12. minutes will be draft only until they are formally moved and accepted prior to the next meeting of the Board (or via email). Once Minutes are formally accepted they cannot be changed. A record of all Minutes shall be kept by the Secretariat.

Board Meeting Confidentiality Policy

The Association is committed to openness, transparency, and accountability. Its policies reflect its wish to release all information it holds as far as this is consistent with the protection of individual privacy, the effective management of its business, and relevant legislation.

Board Members shall be authorised to release to any person any material other than confidential material obtained in the course of their service as a Board Member where such release is in accordance with the requirements of any applicable legislation and where such release is consistent with the organisation's Media Relations Policy.

Decision of the Board -

1. the Board shall decide from time to time whether any or all of its agendas, Minutes, or papers, or those of its sub-committees (not otherwise required by legislation, regulation, or its rules to be made public) shall be made public. Where no express decision has been recorded the assumption shall be that the material is not confidential;
2. on those occasions and for those matters that the Board elects not to make public, Board Members shall respect the confidentiality of those documents and of any deliberations by the Board on those matters;
3. the obligation to protect such confidential matters from disclosure continues even after the individual Board Member is no longer serving on the Board.

4. the Board shall decide from time to time whether any observers shall be permitted to attend any or all of its meetings. Where appropriate, visitors may be admitted subject to their undertaking to maintain confidentiality;
5. where appropriate, information identifying individuals may be removed by the Chair from material before its consideration by the Board.

In particular, Board Members shall not -

1. disclose to any member of the public any confidential information acquired by virtue of their position as a Board Member;
2. use any confidential information acquired by virtue of their position on the Board for their personal financial or other benefit or for that of any other person;
3. disclose to any member of the public any confidential information related to the interests of individuals, groups or organisations acquired by virtue of their position on the Board;
4. make statements to the media in the name of the organisation except as authorised;
5. permit any unauthorised person to inspect or have access to any confidential documents or other information.
6. It is the responsibility of the Chair to ensure that Board materials are appropriately classified as confidential or open to release.

Email Protocol

This document provides the protocol that PodiatryNZ will follow when conducting matters by email.

Matters that can be dealt with by electronic meeting?

Where a decision can be made between face-to-face Board meetings, an issue may be presented to Members by email. Matters requiring discussion before decision will generally be dealt with at a scheduled meeting, unless the matter is urgent.

Calling an electronic meeting

On the instruction of the Chair, the secretariat will present the matter to Members by e-mail.

Members should acknowledge receipt of the email, by allowing the receipt request to function. If the receipt request function is not activated, the Member should acknowledge receipt by replying to all indicating they have received the email. Each Member should do this regardless of whether or not they wish to comment or vote on the issue.

Alert for Matters Requiring a Decision

All matters requiring a decision will be clearly identified as such in the email "subject" line by the description "DECISION REQUIRED"

Quorum for an electronic meeting

A quorum will be achieved for an electronic meeting if (specify organisation quorum requirements) who acknowledge receipt. For this purpose, an "out of office reply" will not be treated as an acknowledgement.

Voting at electronic meetings

A matter put to an electronic meeting will be deemed passed if a simple majority of those Members “present” indicate their agreement to the matter put to the meeting. (Providing the meeting quorum is achieved)

Qualified Responses to Matters Requiring a Decision

Members may wish to comment on an issue rather than give a simple “accept/reject” response. The comment should be sent to all Members to give a chance to respond. The secretariat will then decide whether to allow time for online discussion before calling for a vote on the original matter put to the meeting, or whether to put an amended or new matter to the meeting in response to online discussion.

Conduct of an electronic meeting

The secretariat will be responsible for ensuring that this protocol is complied with and will promptly report the result of the meeting to the Members by e-mail. The decision will be recorded in the minutes of the next meeting.

Observers at Board Meetings

Visitors may attend any part or the whole of the Board meeting, at the discretion of the Board, agreed to by a majority of Board Members.

Board Transparency and Accountability

The Association wishes to be proactively concerned with its relationship with its clients, its members, its stakeholders, and the general public. The Association realises the importance of transparency in its operations, and wishes to withhold from public scrutiny as little of its operations as is possible.

Board Members’ Access to Information and Independent Advice Policy

Board Members must be provided with the information they need to efficiently discharge their responsibilities.

The Board will arrange for management to supply the Board with information in a form, timeframe and quality that enables Board Members to effectively discharge their duties. All Board Members are to receive copies of Board papers.

Any Board Member may take such independent legal, financial or other advice as they consider necessary at the Association’s expense provided:

1. the advice sought is directly relevant to the Association’s affairs; and
2. the Chair’s consent is first requested in writing and obtained.

Independence of Board Members Policy

Independence of Board Members speaks to the Board Member’s legal and fiduciary responsibilities to make decisions and act in the best interests of the Association, free from any conflicting interest or loyalty that may impact detrimentally on the capacity to carry out their responsibilities.

A Board Member will be considered to be independent if he or she:

1. has not, within the last three years, been paid for professional advice or as a consultant, or an employee associated with any service provided;

2. is not a supplier or customer, or an officer of or otherwise associated directly or indirectly with, a material supplier or customer; and
3. is free from any interest and any business or other relationship, which could, or could reasonably be perceived to, interfere with the Board Member's ability to act in the best interests of the Association.

Length of service on the Board does not affect a Board Member's ability to act in the best interests of the members and the organisation. Members elect the Board to act on their behalf in accordance with the Rules.

These guidelines must be applied with common sense. Board Members are best able to determine if they have an interest or relationship which is likely to impact on their independence. As such, each Board Member is expected to advise the Chair immediately if they believe they may no longer be independent. Should the Chair or any other Board Member have any concern about the independence of a Board Member, they must immediately raise the issue with that Board Member and, if the issue is not resolved, with the Board.

Should the Chair have any concern about their own independence, they must immediately raise the issue with the Board.

Professional Integrity

A Board member should recognise that the position occupied is particularly sensitive. As a Board member one must be prepared, if necessary, to express disagreement with colleagues including the Chair and/or chief executive. However, in the absence of a need to express disagreement, one should be prepared to commit to the decisions of the Board.

If there is any doubt whether a proposed course of action is inconsistent with a Board member's fiduciary duties then the course of action should not be supported.

Independent advice should be sought as soon as possible to clarify the issue.

'Opinion shopping' and the search for loopholes in the law is unacceptable.

When a Board member feels strongly as to be unable to acquiesce to a decision of the Board, some or all of the following steps should be considered:

1. making the extent of the dissent and its possible consequences clear to the Board as a means of seeking to influence the decision;
2. asking the chair to obtain additional legal, accounting or other professional advice;
3. asking that the decision be postponed to the next meeting to allow time for further consideration and informal discussion;
4. tabling a statement of dissent and asking that it be minuted;
5. writing to the Chair, the chief executive and all members of the Board, asking that the letter be filed with the minutes;
6. following these steps the Board member feels that they are unable to support the majority decision of the Board, then they should resign from the Board.

The Golden Rule of Board Resignations: when a Board member resigns, they should do it the way they would like others to resign.

It's unsettling to have fellow board members resign without knowing the reason, or suspecting that the stated reason is just an excuse.

Tell the board chair first, then the chief executive then the whole board. Any decision to resign would be effective immediately.

Board Accountability Policy

The Board acts as an agent for the 'owners' (members), and has the authority over and accountability for the outcomes, behaviours and actions of the Association. The Board is accountable for the overall performance of the Association.

The Board is accountable first and foremost to the members for exercising the authority given to it in the Rules and New Zealand law.

Board Evaluation Policy

The Board should evaluate its performance biennially to determine whether it is functioning effectively by reference to current best practice corporate governance and regulatory obligations.

Induction of Board Members Policy

It is the responsibility of the Board to develop an orientation program for new Board members. This induction process shall include but not be limited to:

Provision by the Secretariat of an induction pack containing a copy of:

1. the vision, mission and values of the Association
2. the Rules;
3. the most recent Annual report;
4. copies of the Board meeting Agendas and Minutes for the preceding 12 months;
5. the Strategic Plan;
6. the current Business/Operational plan for the financial year;
7. the Budget for the financial year as approved by the Board;
8. templates and forms the Board Member will require to participate in Board meetings;
9. a copy of the Association Indemnity Insurance wording;
10. other documentation as appropriate to supporting the orientation of the new Board Member to the Board's activities;
11. the Secretariat contract.

Arranging an opportunity to:

1. meet or teleconference with the Board Chair for a briefing on the Board;
2. meet or teleconference with the CEO/Secretariat for a briefing on operations and activities;

5.4 Risk Management Policy

The Board must be committed to protecting the human, financial and good-will assets and resources of the Association through the practice of effective risk management. The Board's role is to ensure the Association has a risk management policy and plan.

The CEO/Secretariat will present to the Board for its consideration, a risk assessment of any proposed project, venture or endeavour, which is outside the Association's normal business activity.

5.5 Records Policy

Board Records

1. all Board deliberations, and the deliberations of sub-committees, shall be open to the public, except where the Board or the sub-committee passes a motion to make any specific portion confidential;
2. all Board Minutes, and the Minutes of the sub-committees, shall be open to the public once accepted by the Board, except where the Board passes a motion to make any specific portion confidential;
3. all papers and materials considered by the Board shall be open to the public following the meeting at which they are considered, except where the Board passes a motion to make any specific paper or material confidential.

Members Records

1. all member records shall be available for consultation by the members concerned or by their legal representatives;
2. no member records shall be made available to any other person outside the Association other than with the consent of the member concerned;
3. members are not entitled to receive on request a list of members with contact addresses;
4. within the Association, member records shall be available to those personnel with responsibility for dealing with those members;
5. member records shall be made available to the Board when requested.

Related Party Records

From time to time, the Association will hold records relating to other parties. This may include, for example, patients of members. In respect of those records, the following will apply:

1. related party records shall be available for consultation by the related party concerned or by their legal representatives;
2. no related party records shall be made available to any other person outside the Association;
3. within the Association, related party records shall be made available only to those persons with responsibilities for that client, except that related party records shall be made available to the Board when requested but should be, where possible, rendered anonymous.

Administrative Records

All records and materials not falling into the categories above may be released to the public at the discretion of the CEO/Secretariat, who shall take into consideration

1. a general presumption in favour of transparency;
2. the relevant provisions of any privacy legislation.

5.6 Board Committee Policy

The Board may establish Committees and/or Working Groups to assist the Board in fulfilling its duties and responsibilities

Committee Terms of Reference

Name of committee	e.g. Finance, Fundraising, Audit & Risk
Purpose of the committee	
Membership and appointment	Who can be a member (e.g. committee members, staff, co-opted members, etc)? How and when are they appointed? What is the duration of the appointment?
Chairing	If it is the role of a member of the Board to act as a Chair for a particular sub-committee then that should be detailed in the role description for that position.
Frequency of meetings and quorum	How often will the committee meet? How will the committee meet – face to face, electronic, teleconference. Who will fund the meeting?
Voting	How many votes are required to carry a motion?
Record of meetings	How will minutes be distributed? Who will be responsible for taking these?
Reporting mechanism	How will they report to the Board? Oral or written reports? By whom? How frequently?
Functions & delegated authority	Specify the role and purpose of the committee. Specify limits to their authority i.e. are they advisory only? What financial delegations will they have? Specify when they can make decisions or take action without the specific approval of the Management Committee.

Time defined? When will the committee be terminated?	Is this a standing committee or will it be terminated when the task is complete.
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5.7 CEO/Secretariat Accountability Policy

The CEO/Secretariat is accountable for the achievement of the Board stated strategic directions and performance targets and standards.

The CEO/Secretariat is also accountable for:

1. overall operational, financial and behavioural performance of the Association; and
2. the effective, efficient, lawful, prudent and ethical management of all operational aspects of the organisation;
3. within the delegated authorities and constraints expressed by the Board in the Limitations policies contained within this Charter.

At the meeting where the Board approves the full-year financial statements, the CEO/Secretariat must provide the Board with written certification which includes statements that:

1. the Association's financial reports present a true and fair view, in all material respects, of the financial condition and operational results and are in accordance with relevant accounting standards;
2. this certification is assured on the basis of a sound system of risk management, internal compliance and controls which ensure full implementation of the policies adopted by the Board; and
3. the Association's risk management and internal compliance and control system is operating efficiently and effectively in all material respects.

5.8 CEO/Secretariat Limitations Policy

The Limitations policy provides clear guidance and boundaries to the CEO/Secretariat from the Board on the latitude the CEO/Secretariat may exercise in choosing the organisational methods, practices, conduct and other means of achieving the Association's strategic goals.

The Board may change its Limitations at any time. As long as delegations are in place, the Board will respect and support the CEO/Secretariat's choices made based on any reasonable interpretation of this policy.

The CEO/Secretariat shall not cause or allow any practice, activity, decision, or organisational circumstance that is unlawful, imprudent, inefficient [wasteful] or in violation of the Association's values or commonly accepted social, business and professional ethics or generally accepted accounting principles.

All Limitations imposed on the CEO/Secretariat are limitations imposed on all management, so that violation by any part of the Association's Governance Charter is a violation by the CEO/Secretariat.

Limits of authority expressed in this policy include limits to:

- Financial Planning and Budgeting Policy
- Financial Delegations Policy
- Financial Conditions Policy
- Asset Protection Policy

5.9 Financial Planning and Budgeting Policy

(adopted March 2014)

With respect to the actual, ongoing financial condition and activities, the CEO/Secretariat shall not make financial decisions that cause fiscal jeopardy or a material deviation of actual expenditures from the Board's Strategic Direction.

The financial plan/budget is a management tool (i.e. the planned costs of achieving the Board's stated organisational results) and the CEO/Secretariat is responsible for designing the 'numbers' associated with the costs of the Association's activities/actions and anticipated revenues to achieve the results sought.

The CEO/Secretariat may make changes to the financial plan/budget at any time without Board approval as long as the CEO/Secretariat demonstrates that the boundaries within this Limitations Policy are respected.

The CEO/Secretariat's reports on financial plan/budget variances must reflect the implications for the rest of the financial year rather than merely explaining what has already happened.

To ensure financial viability and compliance, the following financial framework makes clear those things that the CEO/Secretariat must not do in the development of the financial plan/budget for any fiscal year (or the remaining part of any fiscal year). Accordingly, the CEO/Secretariat shall not allow financial planning/budgeting that:

1. fails to be dedicated to the achievement of, and shall not deviate materially from, the Board's Strategic Direction priorities or purposes;
2. neglects to take into account longer-term issues, priorities, plans and predictions;
3. fails to include credible projections of revenues and expenses, cash flow (for defined periods), separation of capital and operational items, and disclosure of planning assumptions;
4. confuses or misleads audit trails;
5. results in financial harm to the organisation or risks fiscal jeopardy;
6. plans the expenditure in any fiscal year that would result in default under any of the Association's financing agreements or cause the insolvency of the organisation;
7. plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period (unless offset by Board approved borrowings or withdrawals from reserves outside of guideline policies).

5.10 Financial Delegations Policy

(adopted March 2014)

The Board ensures that acceptable financial controls exist to ensure the appropriate stewardship of the Association's resources and obligations.

The Board delegates to the CEO/Secretariat responsibility for:

1. the preparation of the annual operating and capital budgets by the end of each financial year for presentation to the Board;
2. the management of the budgets;
3. the preparation and implementation of the financial risk management plan.

The board delegates authority to the CEO/Secretariat for:

1. initiating orders for payment;
2. receiving or depositing money;
3. investing available funds in short term bank products to maximise interest returns;
4. signing cheques or making electronic payments;
5. withdrawal of money from the Association's accounts;
6. use of the corporate credit card.

All authorisations to expend funds or commit the Association to future payments must be made by two (2) signatories and records maintained for audit on proof of authorisation.

The CEO/Secretariat has the responsibility to establish and enforce written procedures for all financial delegations.

Quarterly financial reports to be provided to the Board.

5.11 Financial Conditions Policy

(adopted March 2014)

The CEO/Secretariat shall not:

1. allow the cash level to drop below a safety reserve;
2. threaten the Association's financial status by allowing equity to fall below board-determined levels;
3. plan to use financial reserves outside Board-approved parameters;
4. operate the Association so as to cause it to be in default under any of its financial arrangements (e.g., contracts for services);
5. enter into any contracts which are inconsistent with the Strategic Direction policy, priorities or purposes as determined by the Board; and/or
6. which are outside the Limitations spelt out in this Charter, i.e., they are outside the delegated powers of the CEO/Secretariat;
7. indebt the Association in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 90 days;
8. make a single purchase or commitment greater than \$5,000 for each individual transaction without prior Board approval in either the annual Budget or for a non-budgeted item. (Splitting orders to avoid this requirement is not allowed);
9. acquire, encumber or dispose of real property valued in excess of \$5,000 without prior Board approval;
10. allow tax payments or other government-ordered payments or legal and regulatory compliance filings to be overdue without reasonable cause or inaccurately filed;
11. fail to settle debts (within credit terms) in a timely manner;
12. use any long term reserves or maintain reserve accounts for the purposes of managing earnings for questionable purposes;
13. conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within 60 days;
14. fail to aggressively pursue receivables after their due date;
15. fail to follow and comply with applicable Accounting Standards.

5.12 Asset Protection Policy

The CEO/Secretariat shall not allow the Association's assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly, the CEO/Secretariat shall not:

1. unnecessarily expose the organisation, its Board, or staff to claims of liability;
2. fail to maintain an appropriate asset register;
3. fail to maintain adequate records storage, protect information, files and intellectual property (including branding) from loss, improper use or significant impairment or damage;
4. receive, process, or distribute funds under controls that are insufficient to meet the Board standards;
5. fail to keep all appropriate licences, permits, registrations, trade marks, patents, copyrights, registered designs and other relevant statutory or legal compliance regulations and documents current;
6. endanger the Association's (or any other parties it represents) public image, reputation or credibility, particularly in ways that would hinder its accomplishment of the Board's Strategic Direction policy priorities or purposes;
7. undermine, cause to lose credibility, or otherwise jeopardise the independence or transparency of any relationship the Board establishes with auditors or other entities of governance support.

5.13 Media Communications Policy

While all Board Members are ambassadors for the reputation of the Association, the Board recognises that it is important to have, wherever possible, a single authoritative voice articulating the Association's views and policies in the media. This ensures a consistent approach to public representations of the Association's views on any given issue.

The Board assigns this role to the Chair, who shall be the official spokesperson for the Association in any dealings with the media. In so doing, the Chair shall make every endeavour to ensure their comments reflect the considered view of the Board as a whole on any given matter.

The Board recognises that dealings with the media can involve short timelines in which it is not possible for the Chair to consult with the Board. The Chair is entrusted to make an appropriate judgement on the views or comments to be provided in such situations, and will be supported by the Board in that judgement.

The Board also delegates to the Chair, the power to nominate another Board Member or person from time to time, who may be asked to give an expert opinion in the media. This recognises the diverse expertise and issues on which the Association is potentially involved in.

The CEO/Secretariat shall work closely with the Chair in identifying issues on which the Association may choose to issue a media release, brief producers and journalists and seek out media attention for an issue or event. The CEO/Secretariat is authorised to provide background briefing to the media but may only make media comment on behalf of the organisation if authorised to do so by the Chair, or if the Chair is

unable to be contacted, by another Board Member. The CEO/Secretariat is entrusted to make an informed professional judgement about the best person to give media comment (if any) in such situations.

5.14 Sponsorship Policy

This policy covers financial relationships that the Association may enter into with corporate organisations interested in sponsoring Association events, forums, products and/or activities.

The Association acknowledges the valuable support of sponsors in enabling it to provide a range of events and products to members at minimum cost to members and others. The Association is committed to finding win-win opportunities for partnerships with corporate organisations interested in promoting their products or services to professionals within our membership. The Board values opportunities to enter into such partnerships with interested corporate organisations where there is an alignment of interests and values.

Sponsors may not use the Association name or logo without a written agreement authorising them to do so and indicating the terms on which the logo and/or name may be used, and the duration for which the agreement applies.

Any sponsorship arrangement that the Association accepts does not imply endorsement by the Association of the products or services of the sponsor, except where a specific written agreement is entered into and duly authorised by the Association, indicating endorsement of a particular product or service.

This sponsorship policy also applies to any advertising accepted by the Association at any of its events.

5.15 Payment for Members for Delivery of Services to PodiatryNZ

From time to time, members of PodiatryNZ may be asked to provide services to PodiatryNZ. These services will relate to the development of education and /or practice materials for use by members of PodiatryNZ.

Where funding is provided by a third party or where the project is professional matters relating to podiatry, members can be offered payment of \$70 per hour or \$500 per day.¹

5.16 Research Support Policy

When PodiatryNZ is approached to support a piece of research. The board must consider the research against the 5 Rs criteria before endorsement is given.

The research must conform to:

1. Relevance- of outcomes (to podiatrists)
2. Researcher – Integrity and standing- (does the researcher align with our values)
3. Robustness (of research)- methodology- again align with our values e.g. quality and access for all
4. Reporting- how will they disseminate results/ outcomes to membership

¹ This matches the fee paid by the Podiatrists Board.

5. Return on endorsement (does the endorsement have return a positive outcome for podiatrists)

5.17 Member Insurance Policy

PodiatryNZ has a compulsory insurance component to membership. This aspect tells the public that members of PodiatryNZ can be trusted, while allowing our members access to a policy that meets the specific needs of a podiatrist. A number of reasons why this policy exists are outlined in 5.1.

Strategic Framework

6. Strategic Framework

6.1 Mission, Vision & Value Statement

Our Vision

To advance the quality of and access to podiatry.

Our Values

Integrity: We act with integrity and respect in all we do. We are each personally accountable for the highest standards of behaviour, including honesty, transparency and fairness in all aspects of our work.

Leadership: We aim to support the profession of podiatry leading by example with vision, acting in the best interests of those receiving podiatric care.

Excellence: We are committed to robust governance, continuous quality development, and application of best practice principles in all that we do.

Collegiality: We aim to actively engage our members and stakeholders to work together to enhance and advance the standard of the podiatry profession.

Our Strategic Goals

1. Facilitating Collegiality

Our goal is to facilitate a collegial network of podiatrists and stakeholders based on mutual respect and understanding. These cooperative relationships to be achieved through the engagement of podiatrists at the national and regional levels. PodiatryNZ aims to deliver quality communication and training to enhance relationships for and between members, students and stakeholders.

2. Expanding Careers

Our goal is to assist members to maximise career potential, improve patient outcomes and maintain job satisfaction. Professional development and career specialisations will continue to be a focus. PodiatryNZ will work collaboratively with others to achieve prescribing rights, deliver high risk foot and sports training and to further quality clinic training with the implementation of a 3rd party audit process.

3. Sustainability

Our goal is to ensure the continued relevance of PodiatryNZ by safeguarding sound organisational practices through best practice governance practices. This will involve the implementation of best practice procedures for: transitioning key personnel, Board succession plans and an investment in appropriate induction and governance procedures.

6.2 Current Annual Operating Plan

1) Facilitating Collegiality

		BY JULY 2017		BY OCT 2017		BY FEB 2018
A) CONTINUED POSITIVE	Review current feedback systems	July Board	Update member Satisfaction	October Board		
		BY JULY 2017		BY OCT 2017		BY FEB 2018
A) IMPROVE JOB SATISFACTION			Increase personal contact points with members – Provide appropriate support through appropriate communication channels (Roadshow)	October Board Meeting	Develop strategy to find workforce data. This may include obtaining information from the Registration Board and discussions with workforce NZ	Feb Board Meeting
B) WORK COOPERATIVELY TO ACHIEVE PRESCRIBING	Obtain further information on MOH strategy from Registration Board	July Board Meeting	Engage with Registration Board. Review and develop appropriate action Plan	October Board Meeting		
C) DELIVER HIGH RISK FOOT PROGRAM	Work with AUT to develop a communication strategy in place to promote AUT postgraduate program	July Board Meeting	Work with AUT to develop a communication strategy in place to promote AUT postgraduate program	October Board Meeting	Monitor enrolments and uptake of Post Graduate Program	
D) DELIVER SPORTS PROGRAM	Annual program in place to promote and deliver sports training (including practical competencies) in a variety of media.	July Board Meeting - Work in Progress	Annual program in place to promote and deliver sports training (including practical competencies) in a variety of media. Report on delivery of E-Learning platform.	October Board Meeting		
E) FURTHER CLINIC HANDBOOK - AUDITING			Annual program in place to promote and deliver clinic handbook updates. Business Plan to be presented to consider funding arrangements for implementation of auditing process	October Board Meeting		

2) Expanding Careers

3) Sustainability

		BY JULY 2017		BY OCT 2017		BY FEB 2018
A) HAVE PROCESSES IN PLACE THAT ENSURE CONTINUITY, PROFESSIONAL DEVELOPMENT AND SUSTAINABILITY OF STAFFING					Have a plan to ensure that PodiatryNZ has a process for transitioning of key staff	Feb Board Meeting
B) HAVE PROCESSES IN PLACE THAT ENSURE CONTINUITY, DEVELOPMENT AND ROTATION OF THE BOARD			Consider a board succession plan, including an induction and governance development programs for members	October Board Meeting		

6.3 Current Programmes

Fundamentals of Sports
 ACC Orthotics Contract
 E-Learning Development
 Infection Control Training
 Conference 2018

Member Policies

7. Member Policies

7.1 Waiata

Ehara i te Mea

This song embodies an old Maori proverb (whakatauki),

'Te toto o te tangata he kai, te oranga o te tangata he whenua.'

'Food is the blood of the people, but the welfare of the people lies in the land.'

The land is not just a source of sustenance to the body but also a source of wellbeing; physically, mentally and spiritually.

As the descendants of Papatuanuku (Mother Earth), we do not just live on the land or rely on it for food, we belong to it.

Ehara i te mea ¹	Not the thing
Nō nāianeī te aroha	of recent times, is love
Nō nga tūpuna	but by the ancestors it has been
Tuku iho, tuku iho	passed down, passed down.
Te whenua, te whenua	From the land, the land
Te oranga o te iwi	comes the wellbeing of the people;
Nō nga tūpuna	by the ancestors it has been
Tuku iho, tuku iho	passed down, passed down.
Whakapono, tumanako	Faith, hope
Te aroha te aroha;	and love;
Nō nga tūpuna	by the ancestors they have been
Tuku iho, tuku iho.	passed down, passed down.

¹ Ehara i te mea

Ehara i te mea he aha... This is a common phrase. "It's not a thing to get worked up about, but..."

7.2 Events Policy

Members to access via website: https://www.podiatry.org.nz/assets/MemberAdvisories/Refund_policy_etc.pdf

Events Policy

November 2015

PodiatryNZ events

While many of our events are open for others to attend, our events are run for our members. We ensure the content is appropriate for podiatrists, as well as verifying and keeping track of CPD for members' recertification with the Registration Board. We also show other events of interest that are run by other suitable providers.

You must be logged in to ensure that the process goes smoothly. Go to the events section of the website, where you can browse and sign up for upcoming events.

The PodiatryNZ events calendar is at <https://www.podiatry.org.nz/Members/Events/Calendar.aspx>

Paying for a PodiatryNZ Event

While many events PodiatryNZ runs are subsidised for members, most events require members to pay a fee.

When you sign up for an event that has a cost, you will be prompted to choose a payment method. You need to pay before your place is secured, as many of our events have limited numbers.

You can contact us directly if you have any issues at contact@podiatry.org.nz.

If you don't pay for an event immediately, you might lose your chance at attending.

Refund policy

PodiatryNZ understands that sometimes things may change and you are no longer able to attend an event. Depending on the circumstances refunds for event fees may be available.

The organisers have the right to cancel an event in the case of any unforeseeable circumstance. In such a case, all paid members would receive a full refund.

Where a member is unable to attend due to unforeseen circumstances, then refunds are usually available, minus an administration fee. We are always willing to discuss your situation.

If you are no longer able to attend, email us at contact@podiatry.org.nz. Late notice cancellations without extenuating circumstances may not receive a full refund. Our conferences in particular have a strict schedule for refunds, as we need to cater well in advance. You will be notified of this.

PodiatryNZ is not responsible for accommodation bookings or travel costs for any event. Any cancellation policy should be checked with the provider when a reservation is made and claims should be made directly with the provider.

7.3 Code of Professional and Ethical Conduct

Members to access via website:

(Adopted November 2015; Updated July 2017)

Code of Professional and Ethical Conduct

For Members of PodiatryNZ

The Members of PodiatryNZ are committed to the highest standards of professional and ethical conduct at all times.

All Members are expected to abide by this Code of Professional and Ethical Conduct as well as complying with all applicable laws, regulations and rules.

Definitions

For the purpose of this Code, the following definitions apply:

Client	Includes current clients, potential clients and past clients of a Member as well as those who have declined the services of a Member unless otherwise specified.
Code	Means this Code of Professional and Ethical Conduct adopted by the Board of PodiatryNZ in accordance with the Rules of PodiatryNZ.
Complainant	Means a person expressing concern about a Member or making a complaint.
Complaints Policy and Procedure	Means the Complaints Policy and Procedure adopted by the Board of PodiatryNZ in accordance with the Rules of PodiatryNZ.
PodiatryNZ	Podiatry New Zealand (Incorporated) – Te Roopu Tiaki Waewae O Aotearoa.
Member	Means a member of PodiatryNZ and includes the employees, agents, contractors and sub-contractors of a Member.

Values and Principles

All Members shall act in accordance with the following values and principles:

1. Integrity

- a. Members will act with integrity. They shall not gain unfair advantage from the lack of knowledge, inexperience or inability of a Client. Members will treat all persons fairly, respectfully and with dignity.

- b. Members will always conduct their business in a manner that reflects favourably on the profession.
- c. Members who are practising podiatrists will adhere to the Code of Health and Disability Services Consumers' Rights.
- d. Members will not misrepresent themselves as agents of any government department or as agents of any company other than their own. Members will not represent or imply that they hold any exclusive approved supplier status.
- e. Members will not make any oral or written statements to the media unfairly criticising PodiatryNZ without first seeking resolution with PodiatryNZ's Chair or Secretariat.
- f. Members will not publicly display (for example, on websites or social networking sites) objectionable or derogatory comments about other members, PodiatryNZ, or any of its service providers without first seeking resolution with PodiatryNZ's Chair or Secretariat.

2. Confidentiality

- a. Members shall be committed to protecting the confidences and privacy of past, current and prospective Clients and employees in all their dealings.

3. Ethics

- a. Members must always conduct their business to the highest standards of honesty, accuracy, integrity and decency. Staff training programmes must include ethical considerations. Members shall not take advantage of a privileged position to compete unfairly or fail to give credit for the work of others to whom credit is due.
- b. Members must not knowingly disseminate false or misleading information, particularly in reference to any entitlement a Client may or may not have to government funding or allowances. Members shall act promptly to correct any incorrect information for which they are responsible.
- c. Members should exercise careful judgement before accepting any gift, hospitality or gratuity, which could be interpreted as an inducement to use or endorse any product, equipment or policy. Members must not allow gifts to influence their clinical judgement. [In all cases of doubt, advice should be sought from relevant professional authorities, failing which from PodiatryNZ.]
- d. Members recognise that Clients have a choice and will treat the Client's decision with respect. Clients should fill in their own application forms for Disability Allowance and other funded programmes – unless the Client has a medical impairment and requests assistance.
- e. Members should always exercise judgment as to whether the chosen methods of diagnosis and treatment are appropriate especially when giving a remote consultation. It is essential that the Member and the Client are able to reliably identify each other. Remote interactions should be documented in the Client's clinical record.
- f. Members shall behave cooperatively and respectfully towards colleagues.
- g. Members will treat all Clients fairly and equitably, respecting cultural and moral values and the dignity of the individual.

4. Duty of Care

- a. Welfare, health and safety - The welfare, health and safety of the Client shall at all times take precedence over professional or private interests.
- b. Competence - Members shall only operate in their areas of competence, inform Clients in any instances where they do not hold appropriate qualifications or experience to carry out work and only give advice and opinions on the basis of adequate knowledge.
- c. Unsafe or unethical practices - Members have a general responsibility to ensure unsafe or unethical practices of others are curtailed and/or reported to relevant authorities without delay. Members have a responsibility to assist colleagues who are unwell or under stress in order to avoid harm to patients.
- d. Informed consent - Members shall involve Clients as far as possible in understanding the nature of their problems. Clients should be informed of the full range of options, including the benefits, risks, and costs of each. Clients should be provided with the information needed to make an informed decision.
- e. Entitlements - When requested, or if a need is apparent, Members shall provide Clients with any requisite information, which they hold to enable them to receive benefits to which they may be entitled.
- f. Support person - Members will advise all Clients of their right to have a third party present during any contact with the Member.

5. Quality

- a. Members shall be committed to delivering high quality, timely, efficient, reliable and valued services.
- b. Members shall ensure all information is recorded accurately and in a timely manner.
- c. Members shall seek to improve the standards of medical care through continuing self-education and thoughtful interaction with appropriate colleagues.
- d. Members have a responsibility to participate in reviewing their own practice and that of others, and to develop a critical attitude towards accepted and traditional practice.
- e. Advances and innovative approaches to clinical practice should be subject to review and promulgation through professional channels. Members should provide carefully considered and generally accepted scientific knowledge. If presenting an opinion contrary to that generally held within the profession, members must indicate that this is the case and present the information fairly.

6. Environmental Care

- a. Members shall act responsibly towards the environment at all times, ensuring compliance with all relevant environmental legislation and encouraging environmentally responsible work practices.

7. Complaints

- a. If a Complainant expresses a concern or complains about the service delivery of a Member or a Member is alleged to have breached this Code, the Member will seek to resolve issues with the Complainant and remedy the issue. If the matter cannot be resolved and the Complainant refers the matter to PodiatryNZ, PodiatryNZ may investigate that matter in accordance with the Complaints Policy and Procedure and all Members will cooperate with PodiatryNZ in relation to that investigation.

8. Cooperation

- a. Members shall always display the highest standards of professional courtesy.
- b. Members shall not injure the professional reputation or practice of colleagues, government, non-government agencies, associations; other interested parties, Clients or other Members to resolve any dispute involving Clients or another Member.
- c. If a Client requests a change to a different provider, Members must (with the client's permission) communicate to ensure the change is completed with minimal disruption to the Client's service and without disadvantaging the Client in any way.

9. Conflict of Interest

- a. Members shall strive to avoid all known conflicts of interest and to keep Clients or other relevant third parties fully informed in any such matter. Members shall not allow any preferred relationship with another Member to interfere with the interest of Clients.

10. Compliance

- a. Members shall abide by this code and all relevant New Zealand laws and regulations.

7.4 Complaints Policy and Procedures

Members to access via website:

(Adopted November 2015)

COMPLAINTS POLICY AND PROCEDURE

This Complaints Policy and Procedure applies when a Complainant expresses a concern or complains about the service delivery of a Member, or a Member is alleged to have breached the Code of Conduct.

DEFINITIONS

Board means the governing committee of PodiatryNZ constituted under Rule 7, each member of which is a "Board member".

Chief Executive means the Chief Executive of PodiatryNZ.

Client includes current clients, potential clients and past clients of a Member, as well as those who have declined the services of a Member.

Code of Conduct means the Code of Professional and Ethical Conduct as may be approved by the Board from time to time in accordance with the Rules.

Complaint means a formal complaint made by a person to PodiatryNZ in relation to a Member.

[Complainant] means the person expressing concern about a Member or making a Complaint about a Member.

Member means the person who is a current member of PodiatryNZ and includes any employees, agents, subcontractors or other representative of the relevant Member.

PodiatryNZ means the incorporated society known as Podiatry New Zealand (Incorporated) – Te Roopu Tiaki Waewae O Aotearoa

Policy means this Complaints Policy and Procedure

Rules means the rules of PodiatryNZ in force from time to time.

POLICY STATEMENT

PodiatryNZ is committed to resolving Complaints made about, or about a service provided by, a Member in a way which is fair to the relevant Member, the Complainant, the Client (if different from the Complainant) and PodiatryNZ.

This Policy is not intended to supersede the obligation on a member to seek to resolve issues with a Client in accordance with the Code of Conduct.

This Policy is not intended to be a substitute for the ability of a person to make complaints to the Podiatrists Registration Board or to the Health and Disability Commissioner.

RULES, CODE OF CONDUCT AND APPLICABLE LAW

Every Member is bound by the Rules and all applicable laws, including the Health Practitioners Competence Assurance Act 2003, and is expected to comply with the Code of Conduct.

CONCERNS MAY BE TREATED AS COMPLAINTS

If the Board becomes aware of negative comments about a Member, or of a breach of the Code of Conduct by a Member, but no formal Complaint has been received by the Board, the Board, acting reasonably, may, if it determines at its absolute discretion that such negative comments have the potential to be more than frivolous or vexatious, decide to investigate these negative comments. In such a case, the Board may enquire into such matters and this Policy will apply as if a Complaint had been received.

NATURAL JUSTICE

Every Member who has a Complaint made against him or her has the right to be fully informed of the nature of the Complaint, the right to respond. In either case the Member or relevant Client may be represented or attend with a support person.

All decisions will be made fairly and with regard to the rights of all parties. An impartial and consistent approach will be used to ensure parity and fairness in resolving Complaints.

CONFIDENTIALITY

All Complaints received will be dealt with in strict confidence in accordance with this Policy. PodiatryNZ, Board members, and panel members will keep the Complaint and all matters in relation to it confidential until the Board makes a decision in respect of it, at which point the Board may decide to make a public statement or to refer the Complaint elsewhere.

PROCEDURE

1. A Complaint must be lodged within 12 months of any alleged incident.
2. When a Complaint is received by PodiatryNZ about a Member (which, if applicable, that Member has been unable to resolve with that Client in accordance with the Code of Conduct), the Chief Executive will inform the relevant Member and the Board.
3. The Chief Executive will, if necessary, assist the Client in preparing an outline of the written Complaint, which will include the following information:
 - a. the Client's name and contact details;
 - b. the name of the relevant Member (or their employee, agent, contractor, subcontractor or other representative);
 - c. an outline of the nature of the Complaint; and
 - d. the relevant provision of the Code of Conduct, or other relevant code or standard, which has been breached.
4. The Member will be fully informed of the nature of the Complaint and, if appropriate (at the discretion of the Board) of the Client making the Complaint.
5. The Board will appoint one of its members to investigate, with the Chief Executive, the nature and circumstances of the Complaint. The appointed Board member and the Chief Executive are the "panel" for the purposes of this Policy. Both the Chief Executive and the appointed Board member must act independently and impartially and have no conflict of interest which would influence, or be seen to influence, the investigation of the Complaint and the outcome.
6. The Chief Executive or the appointed Board member may have a conflict of interest if their financial, private or business interests could compete with their duties under this Policy in a way which might

mean they favoured a particular position, had a personal interest in the outcome or connection with the relevant Member or Client or be perceived to have that bias.

7. If there is any suggestion of a conflict of interest that cannot be adequately managed or lack of independence or impartiality, the Board will appoint another person to act in the Chief Executive's stead and/or or appoint another, independent and impartial, Board member or other person who can so act.
8. The panel will ensure that both the Client and the relevant Member:
 - a. are able to provide their own account of the circumstances of the matter;
 - b. are given the opportunity to respond to the other party's account;
 - c. are given the opportunity to comment on the draft conclusions and recommendations of the panel to the Board; and
 - d. are notified of the panel's reasons for those conclusions and the consequences of the relevant recommendations.
9. If the Complaint is withdrawn, or if concerns are being treated as a Complaint, the Board (through a panel appointed for the purpose) may nonetheless continue to investigate the Complaint.
10. The panel will investigate the Complaint, taking into account the views and responses from the parties with a view to making a recommendation to the Board. The panel will endeavour to complete its investigation within 14 working days of receipt of the Complaint.
11. The Board will review that recommendation, and may seek further information from the panel if required. The Board may:
 - a. dismiss the Complaint; or
 - b. consider what sanctions or penalties might be appropriate for the Member, including expulsion from PodiatryNZ if the Complaint is upheld. The Board will consider whether to refer the complaint to HDC or not.
12. When the Board makes a decision in respect of the Complaint, it will also decide whether or not a public statement should be made.

7.5 Member Insurance Policy

This policy explains why it is a requirement of membership to have insurance

Why do podiatrists need insurance?

- To provide support and security in cases where a professional claim may be made against them for a breach of professional duty.
- To provide protection against claims for property damage or personal injury to members of the public arising from where they practice
- To provide protection to employers in cases where ACC would not provide compensation for an employee accident.
- To provide security in cases where a podiatrist may inadvertently breach statutory law.

Why do we include this as a compulsory part of our membership?

- The Public knows our members can be trusted to have insurance
- There are cost benefits to our members for being a part of the bulk program
- To save time and hassle for our members
- To ensure that podiatrist receive a policy which fits the specific needs of their profession

Member Advisory Notes

8. Member Advisory Notes

8.1 Insurance Member Advisory

Members to access via website:

Compulsory Insurance

PodiatryNZ has a compulsory insurance component of membership, included in the membership fee.

We believe that insurance cover in today's economic climate is an essential part of being a health professional and that podiatrists can have peace of mind by ensuring they have an industry standard comprehensive liability package. Members are automatically covered when their membership subscription is paid.

Our insurance provider BizCover provides the minimum level of insurance required for PodiatryNZ membership and offers a range of additional cover options to those who require it.

The insurance included with PodiatryNZ covers:

Professional Indemnity – This cover provides members with protection against claims for breach of professional duty as a podiatrist. It includes cover for legal expenses.

Public Liability – This cover provides members with protection against claims for property damage or personal injury on. For example, an accidental flood from a member's premises damages another building;

Employers' Liability Insurance – This cover provides protection where employees suffer personal injury at work where the employee is not eligible for accident compensation and sues the employer.

Statutory Liability – This cover provides protection where there is a potential or actual prosecution brought against a member when, in the course of business, there is an unintentional breach of an act of Parliament.

This cover applies to the member alone, and not their employees.

There are also limitations on the amount you can claim under this insurance. These can be viewed on the policy summary at https://www.podiatry.org.nz/assets/May_2014_Summary_of_Liability.pdf. If this is insufficient, you can discuss your needs by contacting BizCover.

More information

Please view the appropriate documentation on <https://www.podiatry.org.nz/c/Insurance-Benefits-/9DCD7>. If you still have questions, you should contact the insurer <http://www.bizcover.co.nz>.

8.2 Patient Grievances

Members to access via website:

https://www.podiatry.org.nz/assets/MemberAdvisories/Patient_Grievances.pdf

Complaints

Podiatrists often find themselves correcting problems that are the result of services a patient has received elsewhere. Whether from another health or medical professional or an unregulated service provider, patients suffer a range of issues as a result of poor procedure and a lack of sterilization.

The Health and Disability Commissioner (HDC) handles complaints that relate to health and medical practitioners, or those performing health or medical services. Their website, <http://www.hdc.org.nz>, is the best place to go to place complaints. We encourage podiatrists to inform patients of this website, and the process of complaining about a potentially dangerous person or business, whether they are registered practitioners or not.

Making complaints about potentially harmful services is crucial to keeping dangerous practice out of the community.

As a provider, you're required to inform consumers of their rights under the HDC Code of Rights. There are posters and brochures that are available from <http://www.hdc.org.nz/publications>. There are many resources available which are free for download.

Complaints process

Complaints can be entered on the HDC website, <http://www.hdc.org.nz/complaints>. Follow the prompts and the information will be forwarded to the HDC.

While the service is primarily for complaining about Health professionals, this extends to those providing health services, or presenting themselves as a medical professional. Even if you're not sure whether the situation applies, we've been informed that it's worth making an application regardless. The HDC will transfer your request when appropriate.

Complaining on behalf of a patient

A person can go through the process to complain on behalf of a patient. In a situation where the patient is unwilling or unable to make the complaint themselves, you can encourage a support person or carer to go through the process instead. Once again, you will need to direct them to the HDC website, or provide them with one of the available paper resources.

Advocates are also available for those who do not wish to complain directly. You can contact an advocate on 0800 555 050, by email at advocacy@hdc.org.nz, or find an advocate in your area by visiting <http://advocacy.hdc.org.nz/find-an-advocate>.

8.3 CPD Point Verification

Members to access via website:

CPD Point Verification

We do not keep an online log for non-members. Non-members need to keep track of the CPD gained and the appropriate proof of this themselves.

Continuing professional development (CPD)

CPD is required in order to maintain certification with The Podiatrists Board of New Zealand (The Registration Board). There are various kinds of CPD points you can earn, and these are detailed below. In order to gain CPD points, you must participate in events, workshops, or educational programmes that advance your knowledge within the scope of Podiatry.

CPD points are required in order to hold an Annual Practicing certificate. The Podiatrists Board has a Recertification Framework (PBRCF) that outlines how Podiatrists should undertake education.

PodiatryNZ is a verifier of CPD events. We hold events ranging from one off informational sessions to our national conference.

One CPD point is allocated per half hour, and podiatrists must meet the minimum as set out below. This chart illustrated what is needed over a four-year recertification period.

Education Category	Minimum Points
CCME (Compulsory Continuing Medical Education Activities)	32
CME (Continuing Medical Education Activities)	At least 10 in each area, with 120 minimum points in total
CPD (Continuing Professional Development Activities)	
CQI (Continuing Quality Improvement Activities)	

For more information on recertification, email us at contact@podiatry.org.nz or visit the Podiatrist's Board of New Zealand website: <http://www.podiatristsboard.org.nz>

CPD Report

The PodiatryNZ website has a CPD report in which all members can log their CPD points. Events run by PodiatryNZ are entered here automatically, and members can manually enter points gained elsewhere.

When it is time to reapply for their Annual Practicing Certificate, members can print their CPD record, which makes the process quick and simple.

To access your CPD Log, make sure you are signed in on our website, <https://www.podiatry.org.nz>. Go to Member Details on right hand side of the screen, and then click CPD log on the right hand side. Change the dates to your required period, and then print the form. This can be used as verified proof for all of your PodiatryNZ provided events.

[PodiatryNZ Home](#)
[About Podiatry](#)
[Membership](#)
[Events](#)
[Newsletters & Resources](#)
[About PodiatryNZ](#)

My Details
[Name and Branch](#)
[Contact Details](#)
[Public Contact Details](#)
[Social Media](#)
[Email and Password](#)
[Referrals and Visits](#)
[Qualifications](#)
[Employment](#)
[Insurance Details](#)
[Clinics](#)
[Classifieds](#)
[Transactions](#)

Events Attended and PBRCF Credits

Name
Jennifer Pelvin

MemberID
1255

Branch
Waikato

From **To**

[Print this](#)

PBRCF Credits from Events Attended

Verified events run by PodiatryNZ

Event	Date	Type	Points
Wellington Branch - 2013 a time to Refresh	21/02/2013	CPD	4
Shoe Clinic Podiatrist Evening with Greg Pain	06/03/2013	CPD	4
Webinar - Brilliant Customer Service	18/03/2013	CQI	2
Hamilton High Risk Foot training	01/03/2014	CME	8
Hamilton High Risk Foot training	01/03/2014	CQI	4
PodiatryNZ Annual General Meeting	14/11/2014	CPD	1

Points by type: CME 8 CPD 9 CQI 6
Total from Events: 23


Extra PBRCF Credits

Entered by member, verification must be provided

[* Add a new activity with PBRCF Credits](#)

Activity	Date	Type	Points	
Sydney Conference	30/11/2012	CPD	8	Edit
No shoes required	04/11/2012	CME	10	Edit

Points by type: CME 10 CPD 8
Total Points From Extras: 18

 [Print This Page](#)

Hi Jennifer
[My Details](#)
[Membership History](#)
[Renew my Membership](#)
[Your Events](#)
[Upcoming Events](#)
[Members Directory](#)
[Suppliers](#)
[For Sale](#)
[Rooms for Rent](#)
[Situations Vacant](#)
[CPD Report](#)
[Logout](#)

The above diagram shows an example CPD Report. Remember to enter the appropriate dates and click 'Find' in order to see all CPD gained within a period. If you have any issues viewing or updating your record, you can email us at contact@podiatry.org.nz

How to get CPD for your event

Events are required to meet the standards set by The Podiatrist Board. PodiatryNZ can verify these events and any CPD gained from them. To apply for CPD verification, download the CPD application form from <https://www.podiatry.org.nz/c/Applying-for-CPD-Courses>. Fill this out and send it through to contact@podiatry.org.nz

The professional standards committee will review and either approve or give advice on your application. Following the event, you need to provide us with a copy of the attendee list so that we can add the gained points to the members' CPD logs.

Verification for non-members

We do not keep an online log for non-members. Non-members need to keep track of the CPD gained and the appropriate proof required to demonstrate attendance.

8.4 Diabetes High Risk Foot

Members to access via website:

https://www.podiatry.org.nz/assets/MemberAdvisories/Diabetes_High_Risk_Foot.pdf

Position Statement - Diabetic Foot Disease

PodiatryNZ believes that the integrated primary health podiatry service is the best place to provide effective management of diabetic foot disease. Early podiatric intervention can reduce the incidence of ulcers, injury, amputation and avoidable or unplanned hospital admissions by better management of diabetes.

PodiatryNZ is the largest professional body of Podiatrists in NZ and is well positioned to build a unique and valuable partnership with health funders to ensure that patients are receiving appropriate quality care.

PodiatryNZ is committed to enhancing quality and service standards by providing clinical governance to service delivery. To enable safe and high quality care, PodiatryNZ supports a culture where podiatrists are highly motivated and supported to solve problems and identify opportunities for improvements.

A PodiatryNZ Clinical Governance Committee has been established to oversee the New Zealand initiatives for diabetes related high-risk foot and provide strategic advice to the PodiatryNZ Board.

PodiatryNZ Clinical Governance represents the pathway impacting on service delivery at all decision points in a system and shall set standards to ensure that services be safe, nationally consistent and of a quality services that achieve optimal health outcomes for patients.

Focus Areas

The key focus areas for clinical governance are:

1. To establish minimum training levels required for Podiatrists who are designated as Accredited PodiatryNZ High Risk Foot Podiatrists
2. To set requirements for continuing professional development for Accredited PodiatryNZ High Risk Foot Podiatrists
3. To establish audit criteria for the facilities (rooms and offices) from which Accredited PodiatryNZ High Risk Foot Podiatrists operate
4. Identifying priorities for clinical guidelines/guidance for high-risk foot patients, including recommendations on best clinical practice, and providing advice on how these should be developed and implemented.
5. To establish standards and guidelines for carrying out assessment and management of High Risk Foot Patients
6. Recommend standards for recording clinical findings/outcomes in a way that a clinical audit can be carried out.
7. Reviewing and assessing the annual reports produced by each DHB to determine rates of amputation and allocation of funding to high risk foot care & training.
8. Reviewing and assessing new research and reports produced by the Ministry of Health, DHB's, universities and other stakeholders to report relevant findings back to the PodiatryNZ Board.
9. The PodiatryNZ Clinical Governance Group may be asked by the PodiatryNZ Board to provide advice on any other matters related to the quality and safety of podiatry practise and services.

Building Relationships

Under any arrangement with third parties, the primary motivation of PodiatryNZ is to ensure that Podiatrist provide a quality service that incorporates monitoring of the health outcomes that will result in evidence based research. This evidence-based approach will assist the decision-making process to ensure patients receive the most appropriate and best possible quality care.

All relationships will be built on establishing mutually agreed outcomes, these being the delivery of evidence based, effective, cost-effective lifetime management of diabetic foot disease.

8.5 Health & Safety at Work Act

The Act

In April 2016, the Health and Safety at Work Act comes into force. Its main purpose is to provide for a balanced framework to secure the health and safety of workplaces by protecting workers and other persons against harm to their health, safety, and welfare by eliminating or minimising risks arising from work or from prescribed high-risk plant.

Implications for Podiatrists

In most situations, a podiatrist will be classified as 'person conducting a business or undertaking' (PCBU). A PCBU may be an individual person or an organisation, in most cases the PCBU will be an organisation (for example, a business entity such as a company). An individual, such as a sole trader, can also be a PCBU.

Primary Duty of Care

A PCBU must ensure, so far as is reasonably practicable, the health and safety of workers and that other people are not put at risk by its work. This is called the 'primary duty of care'. This means ensuring, so far as is reasonably practicable:

the health and safety of workers who work for the PCBU (eg employees or contractors, including their subcontractors or workers) while they are at work in the business or undertaking

the health and safety of workers whose work activities are influenced or directed by the PCBU while the workers are carrying out the work (eg a franchise company whose franchise requirements influence or direct the workers of the franchisee).

that other persons are not put at risk by the work of the business or undertaking (eg a visitor to the workplace, or members of the public who could be affected by a work activity).

A PCBU who is a self-employed person must also ensure, so far as is reasonably practicable, his or her own health and safety while at work.

Specific Obligations

The primary duty of care is a broad overarching duty. It includes but is not limited to, so far as is reasonably practicable:

- Providing and maintaining a work environment that is without risks to health and safety
- Providing and maintaining safe plant and structures
- Providing and maintaining safe systems of work
- Ensuring the safe use, handling and storage of plant, structures and substances

- Providing adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities
- Providing any information, training, instruction, or supervision that is necessary to protect all people from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking
- Monitoring the health of workers and the conditions at the workplace for the purpose of preventing injury or illness of workers arising from the conduct of the business or undertaking.

Secretariat Procedures

9. Procedures

9.1 Gifting Procedure

Giving

From time to time, the Association wishes to recognise, with a gift, an individual member's contribution. Gifts will be deemed to be from the Association as a whole.

The Board will not become involved in separate collections for gifts taken up by branches or other groups of members.

When Board Members or staff are fare-welled, the following gift expenditure has been approved by the Board:

One year's service	\$50
Two years' service	\$100
Three years' service	\$150
Four to six years' service	\$200
Seven to ten years' service	\$300
Ten years' plus	\$500

Speakers invited to address or present a verifiable CPD, or other session to the Board may receive a gift to the value of \$40.

Where a Board member has made significant contribution to the Association over a period of time, the Board may, at its discretion, present them with a gift up to the value of \$500.

Receiving

Board Members, staff and officers may not receive gifts from any third party on the basis of their position with the Association (other than occasional gifts valued at no more than \$200, or, if valued at more than \$200, the gift is made available in a team space or common area for others to share, e.g., fruit baskets, wine, boxes of chocolates). All other gifts should be returned to the donor with the explanation that the Association policy does not permit the acceptance of gifts. No personal gift of money may ever be accepted

9.2 Board Meeting, Travel, Accommodation and Expenses Procedure

Board Remuneration

Board members serve voluntarily and are not entitled to payment for Board activities. In recognition of the personal contribution made to the Association, the following benefits are provided:

Board Members (including the Chair)

- Free membership (excluding the insurance component of the membership fee)
- Free registration at any and all PodiatryNZ held educational event, including conferences. This does not include events managed by PodiatryNZ on behalf of other organisations.

The Chairperson

- Annual Koru Club membership
- After serving at least one full year as Chairperson, travel, accommodation and registration to attend one international meeting that will benefit podiatry in New Zealand. Approval to be sort from the PodiatryNZ Board and to be paid as a study scholarship from the Charitable Trust.

Flights

The Association Secretariat will make flight bookings and email tickets/itineraries to Board Members. Board Members wishing to travel outside of core days/times will be expected to reimburse the Association for any additional costs and also for additional costs for making changes to, or cancelling, flight bookings.

Taxis

The Association will reimburse taxi receipts for meetings.

Mileage

Where a Board member uses their own vehicle to get to the airport or to a meeting, mileage will be claimed at the current rate of \$.77 per kilometre paid on submission of a claim indicating mileage.

Accommodation

Bookings are made by the Association. Where an evening meal is not provided an allowance of \$30 will be paid to Board Members. Rooms and other meals will be paid for. Any extras, e.g., personal phone calls, extra accommodation, videos and mini bar, are paid by the delegate.

Other Expenses

Other expenses may be claimed from the Association. As Board members serve voluntarily, it is not intended that they should be out of pocket. Expense claims are made on the expense claim form at the end of this handbook. GST receipts must be provided.

Representing the Association

There is an expectation that the Association will pay expenses, where appropriate, when a Board representative attends a meeting on behalf of the Association.

Where the meeting is hosted by an organisation that reimburses members for their attendance, it is expected that no further reimbursement will be required other than when insufficient reimbursement is received for meals and accommodation.

7.3 Use of Logo Procedure

Financial members are welcome to use the Association logo on websites and business promotion material.

The logo can only be used for the purpose of indicating current membership.

If the member ceases to be financial all logos must be removed.

Website

The logo must be set up as a link to the home website so that clicking on it will open the Association's website in a new window.

The Association must be notified when the logo has been published on your website.

Promotional Material

Please follow these guidelines when you use the logo on promotional material.

You must provide a copy of your promotional material to the Association when it has been published.

The height/width ratio of the logo must not be changed.

9.4 Payments Procedure

(adopted March 2014)

1. All payments over \$20 must be accompanied by appropriate documentation.
2. Prior Board approval is obtained in the annual Budget.
3. Making a single purchase or commitment greater than \$5000 for an individual transaction requires Board approval. (Splitting orders to avoid this requirement is not allowed)
4. Approval can only be made if a tax invoice is provided.
5. For the reimbursement of expenses, GST receipts must be provided.
6. All documentation to be coded with the appropriate MYOB chartline and entered for payment.
7. Authorisation documentation is prepared for review (MYOB purchases register).
8. Proposed payments are reviewed and authorised.
9. Authorised payments are presented to bank signatory for payment.

N.B. The authoriser and bank signatory cannot be the same person.

10. Payments made, documentation filed for monthly report to client.

For Example:

Loading to Bank Account

Accounts Administrator	Leslie Henderson-Craig
------------------------	------------------------

Payment Personnel (1 person to make payment)

Senior Manager	Jennifer Pelvin
Senior Manager	Gary Butler

Payments over \$5000

Must be approved by 2 members of the organisations Board.

9.5 Electronic Meeting Protocol

Email Protocol

This document provides the protocol that PodiatryNZ will follow when conducting matters by email.

Matters that can be dealt with by electronic meeting?

Where a decision can be made between face-to-face Board meetings, an issue may be presented to Members by email. Matters requiring discussion before decision will generally be dealt with at a scheduled meeting, unless the matter is urgent.

Calling an electronic meeting

On the instruction of the Chair, the secretariat will present the matter to Members by e-mail.

Members should acknowledge receipt of the email, by allowing the receipt request to function. If the receipt request function is not activated, the Member should acknowledge receipt by replying to all indicating they have received the email. Each Member should do this regardless of whether or not they wish to comment or vote on the issue.

Alert for Matters Requiring a Decision

All matters requiring a decision will be clearly identified as such in the email "subject" line by the description "DECISION REQUIRED"

Quorum for an electronic meeting

A quorum will be achieved for an electronic meeting if (specify organisation quorum requirements) who acknowledge receipt. For this purpose, an "out of office reply" will not be treated as an acknowledgement.

Voting at electronic meetings

A matter put to an electronic meeting will be deemed passed if a simple majority of those Members "present" indicate their agreement to the matter put to the meeting. (Providing the meeting quorum is achieved)

Qualified Responses to Matters Requiring a Decision

Members may wish to comment on an issue rather than give a simple "accept/reject" response. The comment should be sent to all Members to give a chance to respond. The secretariat will then decide whether to allow time for online discussion before calling for a vote on the original matter put to the meeting, or whether to put an amended or new matter to the meeting in response to online discussion.

Conduct of an electronic meeting

The secretariat will be responsible for ensuring that this protocol is complied with and will promptly report the result of the meeting to the Members by e-mail. The decision will be recorded in the minutes of the next meeting

9.6 Conference Policy

Registration

Registration can be completed online through the website or alternatively, you can download and print a PDF version of the registration form and then email it back to PodiatryNZ.

Cancellation

PodiatryNZ will take receipt of a completed registration form as acceptance of the terms and conditions as stipulated. Registrations will be handled on a first-come, first-served basis.

- Cancellation of a conference registration will be possible before the following dates by sending PodiatryNZ an email
- Cancellation 2 months before event: 90% refund of registration fee
- Cancellation 1 month before the event: 50% refund of registration fee
- Cancellation less than 1 month before the event: no refund
- PodiatryNZ is not responsible for accommodation bookings for the conference. Any cancellation policy should be checked with the hotel when a reservation is made and claims should be made directly with the hotel.
- Payment must be received in full prior to the conference. Access will not be permitted if full payment has not been received.
- If you have signed up to become a member of PodiatryNZ at the time of registering and subsequently need to cancel your registration, your membership fee will not be refunded.

Cancellation of the Conference

The organisers reserve the right to cancel the conference in case of any unpredictable event.

Insurance

The Association cannot accept any liability for personal injuries or for loss or damage to property belonging to the delegates, either during, or as a result of the conference. Please check the validity of your own personal insurance before travelling.

Data Protection

You agree to PodiatryNZ processing personal data contained within the registration process, or other data, which may be obtained from me or other people whilst I am applying for the conference. I agree to the processing of such data for any purpose connected with my attendance at the PodiatryNZ conference, or my health and safety whilst on event premises.

Member Rates

To be eligible for member rates, New Zealand Podiatrists must have held a concurrent membership for two years.

To access the student rate, you must be a current full-time podiatry student at AUT or have proof of enrolment in a podiatry qualification from a recognised institution.

Programme

We reserve the right to make changes to the programme.

Conference Speakers

- PodiatryNZ will pay for Flights, accommodation and airport shuttles to the conference venue.
- Speakers attending the Conference will be given a 33% discount off the Conference rates.
- Speakers must provide a bio and a profile picture for PodiatryNZ to use for marketing purposes.

PodiatryNZ Board

The PodiatryNZ Board will receive FREE registration to the Conference. Board members will arrange their own travel arrangements to the Conference.

Finances

10. Finances

10.1 Prior Years Annual Report

Appendix 1

10.2 Prior Year Audit Report

Appendix 2

10.3 Financial Growth Analysis

Appendix 3

10.4 Current Annual Report

Appendix 4

Other Information

11. Other Information

11.1 Calendar of Activities and Board Agenda

[Activities](#)

[Board Agenda](#)

11.2 List of Common Acronyms

Glossary of Terms

ACC	Accident Compensation Corporation
ADHB	Auckland District Health Board
AHPAF	Allied Health Professional Association's Forum
APC	Annual Practicing Certificate
AUT	Auckland University of Technology
CMDHB	Counties Manukau District Health Board
CPD	Continuing professional development
DHB	District Health Board
HDC	Health and Disability Commissioner
HIIRC	Health Improvement & Innovation Resource Centre
HPCAA	Health Practitioners Competence Assurance Act 2003
HPDT	Health Practitioners Disciplinary Tribunal
HRANZ	Health Regulatory Authorities of New Zealand
HRAS	Health Regulatory Authorities Secretariat
HVDHB	Hutt Valley District Health Board
HWFNZ	Health Workforce New Zealand

MECA	Multi-Employer Collective Agreement
MoH	Ministry of Health
PCC	Professional Conduct Committee
PSA	Public Service Association
PSC	Professional Standards Committee