

# Peke Waihanga

## Artificial Limb Service

## Orthotic Service

## Peer Support Service

Statement of Performance Expectations  
2021–2022

Presented to the House of  
Representatives pursuant to Section 149  
of the Crown Entities Act 2004



# Tō mātou koronga Our intent

**Peke Waihanga** supporting our Equity; encapsulating the essence of our central being for **making, creating** and **innovating** to support a person's limb.

**Manaaki i te tangata rahi, i te tangata iti** supporting our Service; reflecting our inner purpose to care for all people which is all **inclusive**. This reinforces that everybody is welcomed and **accepted** no matter who they are or where they are from.

**Pūmanawa** supporting our Expert Workforce; extends outward like the tētē kura, the fern frond, to **acknowledge** the kaimahi (staff) we employ and the gifts and creative talents that they bring to Peke Waihanga.

**Ringa** supporting our Technology and R&D; the concept of the hands that **create, provide and give ongoing care** to the people we care for.

**Ringa Whero**; red hands representing chiefly hands and leadership.

**Ringa Tōhaunui**; industrious hands - working tirelessly to create and innovate for our tūroro (patients).

**Ringa Raupā**; blistered/calloused hands, experience and knowledge of our trade.

**Ringa Rehe**; adept hands, skilled and practiced in our craft.

**Ringa Wera**; hot hands representing commitment to service and our people.

## Strategic objectives

Everything we do is to improve the lives of our patients; they receive whole-of-life, world-class services that deliver what they need at each stage of their journey.

We support **equitable patient access** to technology and services based on need.

Our **expert workforce** is responsive and able to develop and innovate to **continually improve** the service and outcomes for patients.

We adapt and customise **technology and service models** to change the lives of patients. We are responsible for understanding and accessing the **best solutions** and initiatives that budgets allow for our patients.

## Nature and scope

Following are the elements of our integrated and inclusive mahi (work):

**Artificial limb service** - prescribing, manufacturing and fitting prosthetic devices.

**Orthotic service** - prescribing, manufacturing and fitting orthotics; focusing on the prevention of amputation deterioration of the contralateral limb.

**Rehabilitation service** - providing nursing, physio and OT support to patients with rehab plans tailored to individual goals and needs.

**Coordination service** - provided by key workers and service coordinators.

**Peer support service** - provided to patients by patients who lived through a similar experience.

## Operating environment

The burden of diabetes and vascular disease is **increasing patient complexity** and amputation rates.

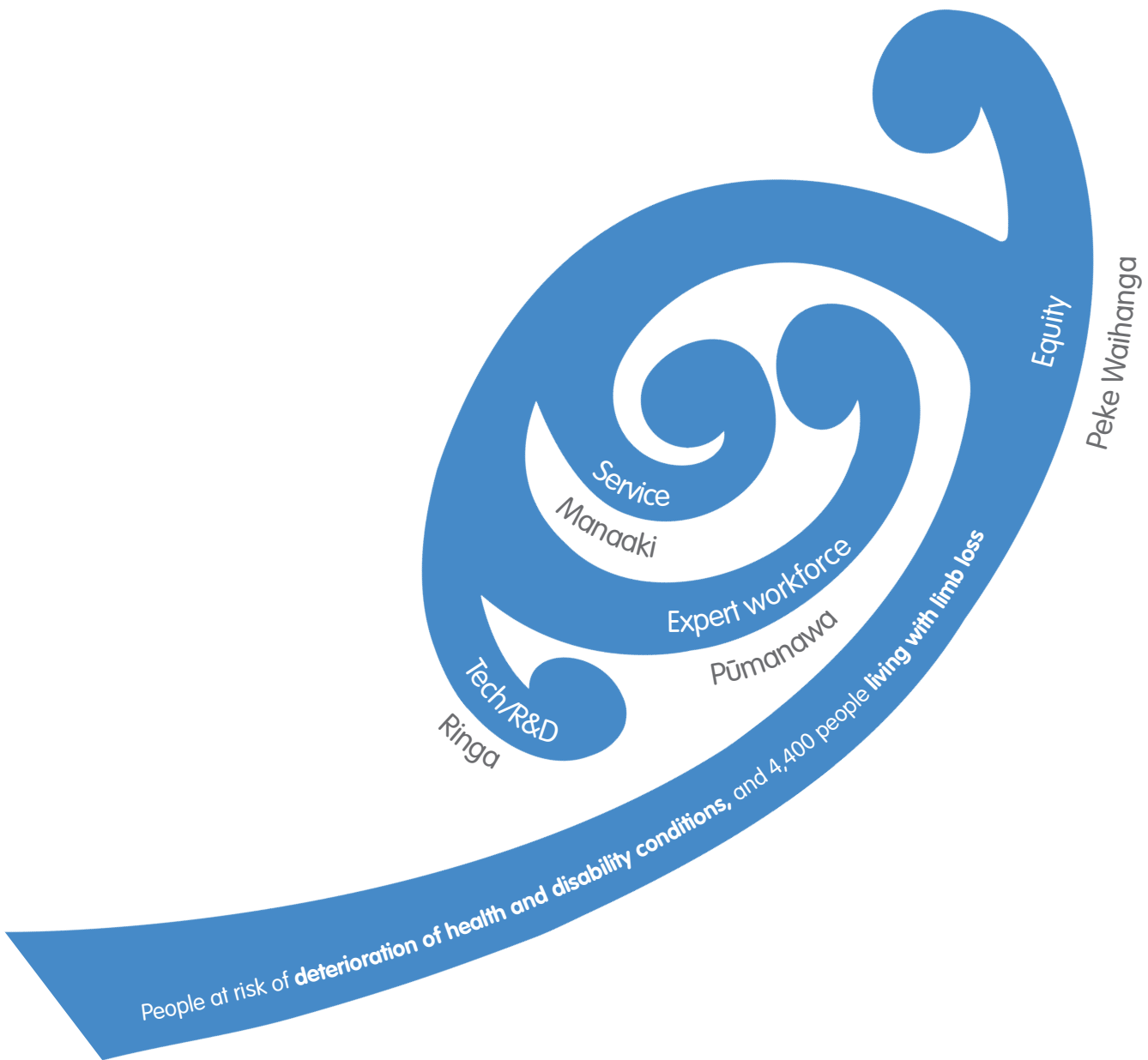
Māori and pacific people have **poor health outcomes**.

There are **no** orthotic and prosthetic tertiary courses in Aotearoa New Zealand.

Rapidly changing technology and service model options to achieve **improved outcomes**.

**Inequity** exists between ACC and DHB patients.

There are pending changes due to the recent **health and disability systems review**.



## How we will deliver

Our approach is embedded in **Te Ao Māori (Māori world view)**

We are active participants in the principles of Te Tiriti O Waitangi and **elevate manaakitanga.**

The tētē kura (fern frond) acknowledges our kaimahi (team) and their **gifts and creative talents.**

The people we care for give our mahi meaning and reflected as the **main branch of the tētē kura.**

Strategic objectives are **tangible pursuits of our mahi** with a physical representation in each of the fronds.

Our values are the intangible that reflect how we go about our mahi represented by the **air and wind around the fern.**

## Capability

**Skills** - manufacturing an individualised medical device into an integrated rehabilitation and coordination of care service.

**Processes** - mobile clinic workforce, bringing services closer to home.

**Technologies** - custom patient management system and mobile equipped clinical workforce

**Human abilities** - 100+ dedicated professionals who provide a multidisciplinary service.

**Facilities** - 6 centres with full medical device manufacturing and rehabilitation space, 14 regional clinic locations and 1 mobile bus that provide integrated services.

## Assessing performance

Our performance will be assessed relative to our strategic objectives.

Our performance will have elements of **inputs, outputs, and outcomes.**

With a significant service user contribution to assessing our performance via **independent and autonomous feedback mechanisms.** Specifically, patient satisfaction and patient trust and confidence in our staff, and feedback on how we can improve our service.

**Third party audit** of our service, financial and health/safety function will also be used.

# To the Minister for Social Development

In accordance with the Crown Entities Act 2004, we present, on behalf of Peke Waihangā, the Statement of Performance Expectations for 2021 - 2022.



George Reedy  
Chair  
30 June 2021



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## Legislative Function

1. To manufacture, import, export, market, distribute, supply, fit, repair, and maintain artificial limbs
2. To provide rehabilitative and other services to persons in connection with artificial limbs
3. To carry out research and development in relation to artificial limbs
4. To advise the Minister on matters relating to artificial limbs.

\*Artificial limbs means a device that is an artificial arm, hand, leg, or foot; or a similar device.

# Foreword from the Chair



**“Ehara taku toa i te toa takitahi, engari he toa takitini.”**

**“My success should not be bestowed onto me alone, as it was not individual success but success of a collective.”**

As we venture into a new year, we are optimistic and excited about the future of Peke Waihangā. Our new Statement of Intent shapes our values and strategic objectives in a new light, with a considerable amount of consultation and making it reflective of Te Tiriti o Waitangi.

As an organisation we have come out of the COVID-19 pandemic strong. We were able to put robust planning in place early on in the pandemic and establish new processes such as telehealth which we have now embedded into standard practice. We are feeling confident in our team and our processes and should the situation in New Zealand change going forward, we are confident our patients, their whānau and our staff will be well looked after.

We have navigated towards good outcomes regarding the ownership and upgrades of our properties. We are looking forward to making our centres the best facilities they can be for our patients. Over the coming year we will focus on the build of our brand new facility in the Christchurch Centre, as well as the re-roofing of our Auckland Centre. We are also looking forward to our Tauranga Centre being fully up and running, delivering on our equity strategy of bringing services closer to home for our patients through the establishment of a new permanent centre.

We see amputation prevention as a key focus for Peke Waihangā. We are preparing to do more in this space, we are looking to initiatives in the prosthetic and orthotic space that helps us address the deterioration of health and disability conditions, for example, amputation due to diabetes, as well as caring for amputee’s contralateral limb.

The Minister of Health’s recent announcement to move to a national health service is strongly aligned to our strategy. Specifically, our services are nationally commissioned and delivering equitable self report outcomes and service access by patient groups. Additionally, we are focused on bringing services closer to home, leveraging co-location and collaboration with primary healthcare providers, and continuing to be early adopters of innovation and technology to improve patient outcomes. We also see this review as an opportunity to progress Government expectations of us as a public service, acknowledging that public sector collaboration is crucial to achieving unified goals that serve our people and allowing initiatives to be quickly mobilised for the benefit of New Zealanders by tackling specific issues and delivering better outcomes.

We look forward to providing for our patients over the coming year whilst being an active part of the exciting new changes to the health and disability system.

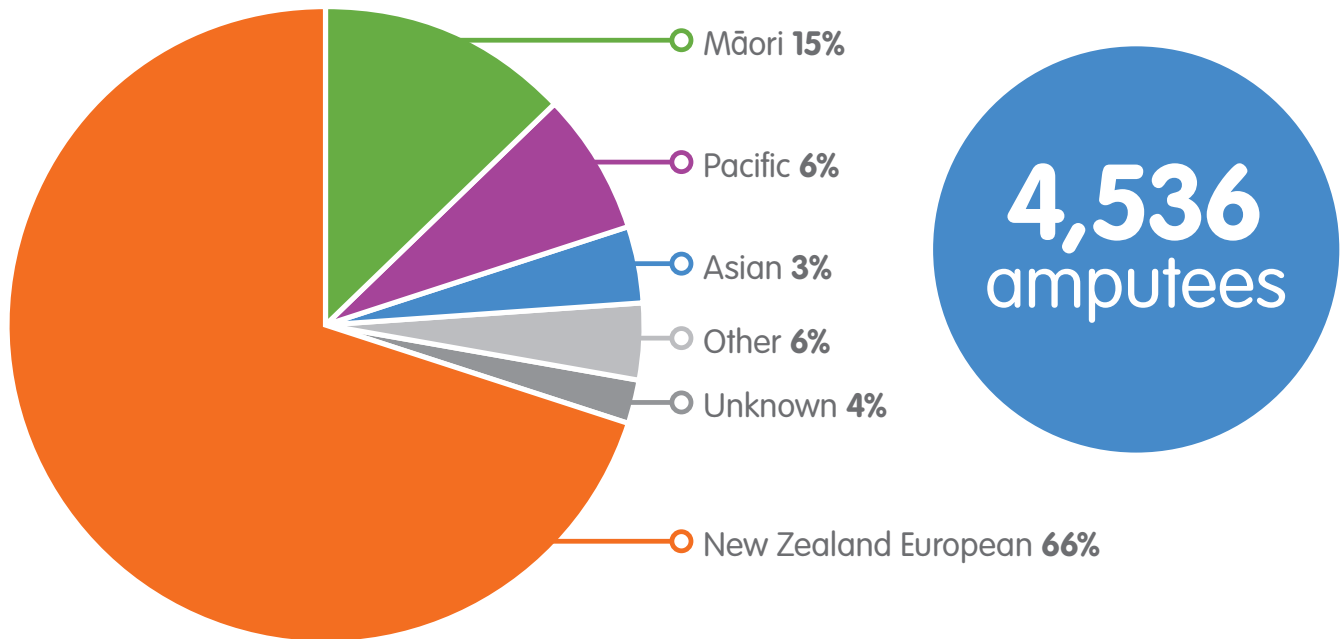
Kia kaha, kia māia

A handwritten signature in black ink, appearing to read 'George Reedy'. The signature is stylized and fluid, with a long horizontal line extending to the right.

George Reedy, Chair

# Current Statistics

## The people we care for



## Our locations

There are six Centres located in Auckland, Tauranga, Hamilton, Wellington, Christchurch and Dunedin, each of which also provides 14 Regional clinics to bring services closer to home for our patients.

## Future demand on our service

Year	2016	2017	2018	2019	2020	2016 to 2020 increase
New DHB Patient Referrals	364	397	418	420	505	<b>39%</b>
DHB funding (million)	\$ 4.35	\$ 4.25	\$ 4.69	\$ 4.84	\$ 4.88	<b>15%</b>

The above table shows a 39% increase of DHB patients being referred for Prosthetic Services from 2016 to 2020. This is of considerable concern, given the funding is only increased by 15% over the same period.

Additionally, these patients are increasing in complexity which expands the clinical time and expertise required.

# Statement of Responsibility

Peke Waihanga is responsible for the preparation of the Statement of Performance Expectations as well as prospective financial statements, including the assumptions on which the financial statements are based.

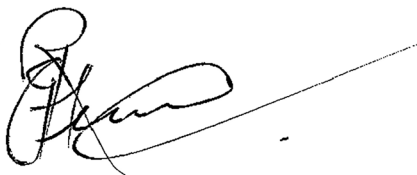
The prospective financial statements of in full have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The prospective financial statements comply with NZ IFRS, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.


The prospective financial statements have been developed for the purpose of presenting Peke Waihanga's intentions in Parliament, and should not be relied upon by any other party for any alternative purpose without the express written permission of Peke Waihanga.

Actual results are likely to be different from the prospective financial statements and the variation may be material.

We have authorised the issue of the prospective financial statements on this day.



George Reedy  
Chair  
30 June 2021



Kevin Ross  
Board Member  
30 June 2021



# Forecast Statement of Service Performance

In 2021-2022, Ministers have explicitly asked that we continue to focus on the wider needs of amputees and those New Zealanders at risk of amputation. To deliver on this expectation, we will focus on the following initiatives.

1. Proactively seek DHB orthotic service contracts
2. Progress the building of our new Christchurch Rehabilitation Centre and replacement of the Auckland Centre roof as per the \$5m budget contribution
3. Establish Tauranga Centre



Clinical Orthotist Derick Adendorff fitting an orthotic shoe with his patient

The responsible Minister and Peke Waihanga have agreed to include the following set of voluntary measures which are aligned to the Strategic Objectives from Peke Waihanga's Statement of Intent.

Output, impact and outcome performance measures and standards	2021/2022 Targets
<b>Patient Feedback</b>	
Independence and productivity outcome	85%
Satisfaction with our service	85%
Trust and confidence in our team	85%
<b>Expert Workforce</b>	
Average number of training and professional development days per full time equivalent staff member	10
Percentage of PW clinical and technical employees who hold recognised certification and/or qualifications	100%
Orthotic Service interventions	400
Patients offered peer support services	100%
Percentage of active amputees in our service with a Key Worker	100%
Percentage of new amputees prescribed a prostheses with improved independence and mobility assessed using 'Amputee Mobility Predictor' within 18 months of fitting a new artificial limb	80%
<b>Technology/R&amp;D</b>	
Minimum number of 3D printed devices	30
Number of collaborative research projects undertaken on issues designed to improve the provision of services to our patients	2
<b>Impact &amp; Equity</b>	
Yearly reach in users/followers via: <ul style="list-style-type: none"> <li>PW/OS/PS websites combined (current yearly users: 29,000)</li> <li>facebook (current followers: 301)</li> <li>instagram (current followers: 187)</li> <li>linkedin (current followers: 434)</li> </ul>	31,000 400 250 550
Minimum number of business days that services are available to patients through all six PW centres	230
Minimum number of regional clinics held	40

# Forecast Financial Statements

Prospective Statement of Comprehensive Revenue and Expense for the year ending 30 June 2021

	Budget 2021 \$000	Estimate Actual 2021 \$000	Budget 2022 \$000
<b>Revenue</b>			
Government commercial service contracts	18,905	22,458	21,841
Interest income	36	20	24
Other revenue	182	160	183
<b>Total revenue</b>	<b>19,123</b>	<b>22,638</b>	<b>22,048</b>
<b>Expenditure</b>			
Personnel costs	6,655	7,891	7,595
Depreciation and amortisation expense	269	385	395
Other expenses	12,596	14,315	14,526
<b>Total expenditure</b>	<b>19,520</b>	<b>22,591</b>	<b>22,516</b>
<b>Total comprehensive revenue &amp; expenses</b>	<b>(397)</b>	<b>47</b>	<b>(468)</b>

## Prospective Statement of Change in Equity for the year ending 30 June 2021

	Budget 2021 \$000	Estimate Actual 2021 \$000	Budget 2022 \$000
Balance at 1 July	5,348	12,625	12,672
Total comprehensive revenue and expenditure for the year	(397)	47	(468)
Crown capital contribution	-	-	5,000
Balance at 30 June	4,951	12,672	17,204

# Prospective Statement of Financial Position as at 30 June 2021

	Budget 2021 \$000	Estimate Actual 2021 \$000	Budget 2022 \$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	440	744	1,006
Receivables	1,600	1,594	1,491
Prepayments	50	63	103
Inventories	2,380	2,566	2,629
Investments	1,211	1,211	1,235
Total current assets	5,681	6,178	6,464
<b>Non-current assets</b>			
Property, plant and equipment	1,671	9,243	14,188
Total non-current assets	1,671	9,243	14,188
Total assets	7,352	15,421	20,652

	Budget 2021 \$000	Estimate Actual 2021 \$000	Budget 2022 \$000
<b>Current liabilities</b>			
Payables	1,669	1,940	2,589
Employee entitlements	622	680	730
<b>Total current liabilities</b>	<b>2,291</b>	<b>2,620</b>	<b>3,319</b>
<b>Non-current liabilities</b>			
Employee entitlements	110	129	129
<b>Total non-current liabilities</b>	<b>110</b>	<b>129</b>	<b>129</b>
<b>Total liabilities</b>	<b>2,401</b>	<b>2,749</b>	<b>3,448</b>
<b>Net assets</b>	<b>4,951</b>	<b>12,672</b>	<b>17,204</b>
<b>Total equity</b>	<b>4,951</b>	<b>12,672</b>	<b>17,204</b>

## Prospective Statement of Cash Flow for the year ending 30 June 2021

	Budget 2021 \$000	Estimate Actual 2021 \$000	Budget 2022 \$000
<b>Cash flows from operating activities</b>			
Receipts from government contract funding	18,905	22,960	21,944
Interest received	36	20	24
Receipts from other revenue	182	160	183
Payments to suppliers	(11,912)	(14,405)	(14,080)
Payments to employees	(6,870)	(7,820)	(7,545)
Net cash from operating activities	341	905	526
<b>Cash flows from investment activities</b>			
Purchase of investments	36	25	24
Purchase of property, plant & equipment	240	1,099	5,240
Net cash from investing activities	(276)	(1,124)	(5,264)
<b>Cash flows from financing activities</b>			
Capital Contribution	-	-	5,000
Net cashflow from financing activities	-	-	5,000
<b>Net increase/(decrease) in cash and cash equivalents</b>	65	(209)	262
Cash and cash equivalents at the beginning of the year	375	953	744
<b>Cash and cash equivalents at the end of the year</b>	440	744	1,006

# Notes to the Financial Statements

## Statement of accounting policies

### Reporting Entity

Peke Waihanga is a Crown entity as defined by the Crown Entities Act 2004 and is domiciled in New Zealand. The relevant legislation governing operations includes the Crown Entities Act 2004 and the Artificial Limb Service Act 2018. Peke Waihanga ultimate parent is the New Zealand Crown.

Peke Waihanga primary objective is to provide services to the New Zealand public. Peke Waihanga does not operate to make a financial return.

### Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

### Statement of compliance

Peke Waihanga is a tier 2 entity. These financial statements comply with the PBE Standards Reduced Disclosure Regime because Peke Waihanga total expenses are less than \$30 million.

Peke Waihanga has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements of Peke Waihanga have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements have been prepared on a historical cost basis.

### Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

### Significant accounting policies

#### Revenue

Revenue is measured at the fair value of consideration received or receivable.

## Revenue from Government Contract Funding

Peke Waihanga principally derives its revenue from the Crown through contracts with CCDHB and ACC for services to third parties. Revenue from Government Contract Funding is recognised as revenue when earned and is reported in the financial period to which it relates.

#### Interest

Interest income is recognised by accruing on a time proportion basis the interest due for the investment.

#### Other revenue

Other revenue, derived through the provision of services to third parties, is recognised as revenue when earned and is reported in the financial period to which it relates.

#### Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Peke Waihanga are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the statement of comprehensive revenue and expense.

#### Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held on call with banks and other short-term highly liquid investments with original maturities of three months or less.

#### Receivables

Receivables are recorded at the amount due less any provision for uncollectibility.

A receivable is considered uncollectible when there is evidence the amount due will not be fully collected. The amount that is uncollectible is the difference between the amount due and the present value of the amount expected to be collected.



## Investments

At balance date Peke Waihanga assesses whether there is any objective evidence that an investment is impaired.

The carrying amounts of investments with maturities less than 12 months approximate their fair value.

## Inventories

Inventories are held for the provision of goods and services and measured at the lower of cost (calculated using the weighted average cost method) and net realisable value.

Where inventories are acquired at no cost or for nominal consideration, they are measured at the current replacement cost at the date of acquisition. Inventories include stock on hand and work in progress.

Inventories classified as work in progress are valued at the weighted average cost of the materials plus cost of labour.

## Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars (the functional currency) using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognised in the surplus or deficit.

Peke Waihanga does not currently use forward exchange contracts to hedge exposure to foreign exchange risk.

## Property, plant and equipment

Property, plant and equipment asset classes consist of leasehold improvements, plant and equipment, furniture and fittings and computer equipment.

Property, plant and equipment are shown at cost, less any accumulated depreciation and impairment losses.

Property assets of Auckland and Wellington have been valued based on a valuation report within the past 3 years.

## Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Peke Waihanga and the cost of the item can be measured reliably.

An item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

## Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the statement of comprehensive revenue and expense.

## Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Peke Waihanga and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the statement of comprehensive revenue and expense as they are incurred.

## Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings	50 years	(2%)
Leasehold improvements	4.75 to 50 years	(2%-21%)
Plant and equipment	10 years	(10%)
Furniture and fittings	5 years	(20%)
Computer equipment	3 years	(33%)

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is the shorter.

The residual value and useful life of an asset is reviewed, and adjusted if applicable at each financial year end.

## Intangible assets

### Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of Peke Waihangā website is recognised as an expense when incurred.

### Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the statement of comprehensive revenue and expense.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired computer software	5 years	(20%)
Developed computer software	5 years	(20%)

### Impairment of property, plant, and equipment and intangible assets

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where Peke Waihangā would, if deprived of the asset, replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount.

### Payables

Payables are recorded at the amount payable.

### Employee entitlements

#### Short-term employee entitlements

Employee entitlements that are due to be settled within 12 months of balance date are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months, and sick leave.

Peke Waihangā recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

#### Long-term employee entitlements

Long service leave entitlements that are payable beyond 12 months have been calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to personnel, based on years of service, years to entitlement, the likelihood that personnel will reach the point of entitlement and contractual entitlements information; and
- the present value of the estimated future cash flows.

The discount rates are as specified by Treasury for accounting valuation purposes as at 30 June 2020. The calculation assumes a salary growth rate of 2.72%.

#### Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave expected to be settled within 12 months of balance date is classified as a current liability. All other employee entitlements are classified as a non-current liability.

### Superannuation schemes

#### Defined contribution schemes

Obligations for contributions to KiwiSaver and the Peke Waihangā Superannuation Scheme with New Zealand Retirement Trust, are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit as incurred.

#### Defined benefit schemes

Peke Waihangā makes employer contributions to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine, from the terms of the scheme, the extent to which the deficit will affect future contributions by employers, as there is no prescribed basis for allocation.

### **Goods and Services Tax (GST)**

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

### **Income tax**

Peke Waihanga is a public authority and consequently is exempt from the payment of income tax. Accordingly, no charge for income tax has been provided for.

### **Prospective financial statement disclosures**

Peke Waihanga has complied with PBE FRS 42 Prospective Financial Statements in the preparation of these prospective financial statements, and they have been prepared pursuant to the requirements of the Crown Entities Act 2004.

### **Cautionary note**

The prospective financial statements may not be appropriate for any other purpose than that described above. Actual financial results achieved for the period covered are likely to vary from the information presented in the prospective financial statements, and the variations may be material.

### **Significant assumptions used**

Peke Waihanga has used the best information that was available at the time these prospective financial statements were prepared to determine the assumptions and information used in their preparation.

### **Currency risk**

Peke Waihanga limits the risk of loss through fluctuating overseas currency exchange rates by operating where possible on a cost plus charge out policy for the supply of services.

### **Operational costs**

Peke Waihanga continues to improve efficiency and effectiveness in its business practices. However, provision has been made for increases in operational expenditure where movements are expected due to inflationary pressure offset by efficiency gains.

### **Property Occupancy**

Peke Waihanga has contracted with the DHB's and ACC to receive funding for property costs which is disclosed as revenue in these prospective financials statement. Currently this revenue is offset by matching property operating costs.

Peke Waihanga has operating leases for its Tauranga and Dunedin centres and National Office, finance leases for Hamilton and Christchurch centres and land only leases for Auckland and Wellington centres.

## Copyright Statement

To the best of Peke Waihanga's knowledge, under New Zealand law:

- there is no copyright or other intellectual property rights in this Statement of Performance Expectations in New Zealand; and
- it may be copied and otherwise re-used in New Zealand without copyright or other intellectual property right related restriction.

Peke Waihanga will not be liable to you, on any legal basis (including negligence), for any loss or damage you suffer through your use of this material, except in those cases where the law does not allow us to exclude or limit our liability to you.

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