



Annual Report

For the Year Ended 30 June 2006

NEW ZEALAND ARTIFICIAL LIMB BOARD

Report of the

**NEW ZEALAND
ARTIFICIAL LIMB BOARD**

**For the Year Ended
30 June 2006**

*Presented to the House of Representatives pursuant to the Public Finance
Act 1989*

To the Minister for Social Development and Employment

In accordance with the Public Finance Act 1989, I present, on behalf of the New Zealand Artificial Limb Board, the Annual Report of the operations of the New Zealand Artificial Limb Board for the year ended 30 June 2006.

A Graeme Hall
Chair

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About the New Zealand Artificial Limb Board

The New Zealand Artificial Limb Board is an autonomous Crown entity that provides a national prosthetic limb service for New Zealand amputees¹.

The functions of the New Zealand Artificial Limb Board, as defined by the Social Welfare Transitional Provisions Act 1990, are to:

- *manufacture, import, export, market, distribute, supply, fit, repair and maintain artificial limbs and similar devices*
- *provide rehabilitation and other services to persons in connection with artificial limbs and similar devices*
- *carry out research and development in relation to artificial limbs and similar devices*
- *advise the responsible Minister on matters relating to artificial limbs and similar devices.*

The activities of the New Zealand Artificial Limb Board are aligned with the Government's Priorities as follows:

- Economic transformation
- Families - young and old
- National identity

Economic transformation: The New Zealand Artificial Limb Board's service delivery is continuously improving through the use of technology to better assist amputees, including the CAD system and knowledge from its information system. The New Zealand Artificial Limb Board's service helps amputees to maximise their own continuing productive contribution to society and the economy. At the same time, the constant improvements assist the New Zealand Artificial Limb Board's capability to deliver value for money.

Families - young and old: through greater mobility and functionality, amputees and their families are healthier and stronger. The services of the New Zealand

¹ The term "amputees" is a generic term used for the purposes of reporting. It includes those whose absence of limb/s is for congenital reasons, as well as through surgical interventions.

Artificial Limb Board to amputees contribute to strong families, safe communities, better health for all, positive aging and how New Zealand is seen by the world.

National identity: the recent ProSTHotics 2006 conference promoted pride in who we are by profiling the strengths of New Zealand's unique and forward thinking knowledge-based service delivery to amputees.

The Limb Service enhances amputees' mobility and facility to enable optimum participation in society. It achieves this by providing custom-fitted artificial limbs that take account of the individual needs and lifestyles of amputees, by servicing and maintaining the limbs and by providing related support services.

There are five limb centres located in Auckland, Hamilton, Wellington, Christchurch and Dunedin, each of which also provides services in outlying areas on a regular basis:

| <i>From:</i> | <i>To:</i> |
|--------------------------|---|
| Auckland Limb Centre | Whangarei New Plymouth |
| Hamilton Limb Centre | Gisborne Rotorua Tauranga |
| Wellington Limb Centre | Hastings Palmerston North Masterton Nelson Blenheim |
| Christchurch Limb Centre | Greymouth |
| Dunedin Limb Centre | Invercargill |

The New Zealand Artificial Limb Board provides services that include consultation with prosthetics professionals, orthopaedic surgeons, vascular surgeons, physiotherapists and occupational therapists.

Contracts with the Ministry of Health and the ACC provide the funding for most amputees, with a small number of war amputees being funded separately, and a small number of prostheses being provided by private contract. Co-operative relationships are fostered between staff of the Limb Service and District Health Boards, community organisations, and the Amputees Federation of New Zealand.

New Zealand Artificial Limb Board

Chair's Report

Every year the prime focus of the New Zealand Artificial Limb Board is to continue to deliver rehabilitative services to New Zealand people who have limb loss.

The prescription, fitting, manufacture and maintenance of artificial limbs have involved constant review and monitoring of new components and technology, so that New Zealand amputees can benefit from improvements available overseas. Regular updates by overseas suppliers are complemented by a thorough training programme in various aspects of technical and scientific advances and in patient care, all contributing to keeping up a highly regarded service.

As the sole national provider of artificial limbs, the New Zealand Artificial Limb Board is conscious of its responsibility and contribution to enabling amputees to participate fully in society, and of the imperative this gives for constant review and improvement.

The Year in Review

The 2005-06 year brought about some notable changes. It was a remarkably busy year for the New Zealand Artificial Limb Board, both for responding to external demands and for achieving significant milestones.

The Crown Entities Act 2004, passed in December 2004, redefined the role of the New Zealand Artificial Limb Board as an autonomous Crown entity, bringing with it a range of legislative requirements such as the need for an outcomes framework and a Statement of Intent. The New Zealand Artificial Limb Board prepared and presented its first Statement of Intent to Parliament in June 2006.

A requirement of the Act was that entities develop outcome measures. This was a challenge whereby the New Zealand Artificial Limb Board took its first steps towards answering the question: *How do we measure the way we contribute to the improvement in people's lives?* There is no professionally agreed solution, and essentially we are beginning a "work in progress" that will take some years to develop.

This year PricewaterhouseCoopers and the New Zealand Artificial Limb Board developed for trial implementation a package of measures that can be used at a clinical level to help individual clients, and can also be aggregated to measure the service as a whole. Implementation began on 1 July 2006.

A research project in Christchurch conducted by Debbie Hockley, physiotherapist, and funded by the New Zealand Artificial Limb Board, included development of Interdisciplinary Care Guidelines for hospital management of amputees in Christchurch. The project brought considerable improvements for amputees within the Canterbury District Health Board and culminated in a part time co-ordinator for amputees being employed at Princess Margaret Hospital, funded by the Canterbury and Westland Amputees Society. The report has been widely circulated and as it contained several valuable resources, it meant that the influence and value of the project has widened to other hospitals around the country.

Rehabilitation is a key objective defined in the New Zealand Artificial Limb Board's mission statement, its governing legislation and its funding contracts. The growing number of aged amputees and of those with diabetes also emphasises the need for concentrated early input into the rehabilitative process. The outcome measures project will contribute to this, as did the focussed research project conducted by Debbie Hockley in Christchurch. All pointed to the need for enhanced physiotherapy input.

The Board's response was to increase physiotherapy availability in Auckland, Wellington and Dunedin, and to recommend an increased emphasis on rehabilitation in a legislative review. The Board is confident that this move will lead to better outcomes, especially for new amputees.

A major event in the year's calendar, and an opportunity for the New Zealand Artificial Limb Board to place its service on the world prosthetics stage, was the "ProsTHotics 2006" Congress. This was hosted by the New Zealand Artificial Limb Board and the New Zealand member society of the International Society for Prosthetics and Orthotics (ISPO). It was the second New Zealand based international scientific meeting in prosthetics and orthotics in Wellington and was held in March 2006. The 143 delegates enjoyed a wide-ranging series of presentations, many of which were provided by staff of the New Zealand Artificial Limb Board. It was a major training opportunity that most of the staff attended.

ISPO Australia held its annual meeting in Sydney in October 2005, which was attended by management and staff representatives of the New Zealand Artificial Limb Board. Their report provided valuable updates in a wide range of areas including outcome measures, gait training and specific prosthetic topics.

For some years, the Board has had a goal of establishing tertiary training in prosthetics and orthotics in New Zealand. Its management have contributed to a

Steering Group at the Auckland University of Technology, and it is hoped that New Zealand students will be able to work towards a prosthetics and orthotics major within the existing Bachelor of Health Science degree from February 2007.

The New Zealand Artificial Limb Board worked with the New Zealand Health Information Service to establish a set of agreed annual amputation statistics. This will increase its ability to plan for future needs and provide a basis for research on New Zealand amputees.

Financial Results

The Statement of Financial Performance shows gross revenue from operations of \$6,390,145 for the year derived principally from contracts with ACC for trauma-based amputees and with Capital & Coast District Health Board as agent for the Ministry of Health for amputees with illness-based amputations and to those with trauma-based amputations prior to 1974. These two contracts provide 96% of operating revenue with the remainder coming from payments on behalf of war amputees, private insurers, health benefits and civilian sales. Expenditure incurred in providing the New Artificial Limb Board's services was \$6,737,252 leaving an operating deficit for the year of \$347,107. The New Zealand Artificial Limb Board has funded this deficit by appropriation of interest income on investments and by running down reserves put aside in past years primarily to cover capital requirements including provision of premises.

The New Zealand Artificial Limb Board's funding from the Ministry of Health contract has remained at the same fixed sum since October 1999. Constant improvement and increased efficiencies have enabled the Board to work within this sum for all that time but the ability to continue to absorb increases in operating costs has run out. Approaches to the funder to recognise increased costs of working have been unsuccessful to date but the Board will be persisting with claims for recognition of these cost increases.

The Year Ahead

During the coming year, the New Zealand Artificial Limb Board will:

- maintain and enhance its excellent service to New Zealanders with limb loss;
- continue to consolidate and develop current work items through:
 - beginning building work in a major project to refurbish the Auckland Limb Centre's patient areas, while maintaining a full patient service;

- implementing outcomes measurement of all new patients;
- undertaking a further client satisfaction survey - these are completed every three years;
- continuing input and providing clinical placements for the new degree course in prosthetics and orthotics at the Auckland University of Technology;
- conducting a further review project to enhance efficiency and effectiveness in Limb Centres.

Membership of the Board

There were no changes to the membership of the Board during the year.

Board membership at the year end was:

| | | |
|---------------------|---------------------|--|
| Chair | A Graeme Hall | Appointed by the Minister for Social Development and Employment on the nomination of: |
| Deputy Chair | Jennifer A Thompson | NZ Artificial Limb Board |
| | Geoffrey F Lamb | Amputees Federation of NZ Inc. |
| | Nigel D Millar | NZ Orthopaedic Association |
| | Lorraine L Peacock | Minister of Health |
| | Claire Johnstone | NZ War Amputees' Assoc. Inc. |
| | | Minister's nominee |

Conclusion

The 2005/06 year was a successful year for the New Zealand Artificial Limb Board in terms of its overall objectives. I wish to thank the dedicated staff who worked so hard and displayed such initiative to achieve this success, and who bring to their work an enthusiasm and degree of care that touches all New Zealand amputees.

I have pleasure in submitting this Annual Report and the Financial Statements for the year ended 30 June 2006.



A. Graeme Hall
Chair

Governance and Accountability Statement

Role of the Board

The Minister has appointed a governing Board. The Board's governance responsibilities include:

- Communicating with stakeholders to ensure their views are reflected in New Zealand Artificial Limb Board planning and strategies
- Determining the strategic priorities and focus necessary to achieve the outcomes expected by those stakeholders
- Delegating responsibility for achievement of specific objectives to the General Manager
- Monitoring organisational performance towards achieving objectives
- Maintaining effective systems of internal control
- Accounting to the Minister on plans and progress against them.

Structure of New Zealand Artificial Limb Board

New Zealand Artificial Limb Board Operations

The Board has appointed a General Manager to manage all the New Zealand Artificial Limb Board operations. All other employees of the New Zealand Artificial Limb Board have been appointed by the General Manager and report to him. The Board directs the General Manager by delegating responsibility and authority for the achievement of objectives through setting policy.

Board members having specific expertise provide mentoring and advice as appropriate.

Board Committees

As a relatively small Board, there has been no necessity for the appointment of standing committees of the Board, apart from one that deals with the performance review of the General Manager. Working committees are appointed as needed, e.g. IT Steering Group.

Governance Philosophy

Board Membership

Board members are appointed by the Minister for Social Development and Employment as the responsible Minister. The Board is composed of members who have diverse skills and experience in order to bring a wide contribution to policy issues. Once appointed, all members are required to act in the best interests of the New Zealand Artificial Limb Board. Members acknowledge that the Board must stand unified behind its decisions; individual members have no separate governing role outside the Board.

Connection with Stakeholders

The Board acknowledges its responsibility to keep in touch with stakeholders and, in particular, to remain cognisant of the responsible Minister's expectations. A quarterly report informs the Minister.

Division of Responsibility between the Board and Management

A key to the efficient running of the New Zealand Artificial Limb Board is that there has been a clear division between the roles of the Board and management. The Board concentrates on setting policy and strategy, then monitors progress towards meeting objectives. Management is concerned with implementing policy and strategy. The Board endeavours to clearly demarcate these roles by ensuring that the delegation of responsibility and authority to the General Manager is concise and complete, while providing mentoring and ideas-based experience for the assistance of management.

Accountability

The Board meets approximately monthly to monitor progress toward its strategic objectives and to ensure that the affairs of the New Zealand Artificial Limb Board are being conducted in accordance with the Board's policies.

Conflicts of Interest

The Board ensures members are aware of their obligations to declare interests.

Internal Control

While many of the Board's functions have been delegated, the overall responsibility for maintaining effective systems of internal control ultimately rests with the Board. Internal controls include the policies, systems and procedures established to provide assurance that specific objectives of the Board will be

achieved. The Board and management have acknowledged their responsibility by signing the Statement of Responsibility on page 13 of this report.

Risk Management

The Board acknowledges that it is ultimately responsible for the management of risks to the New Zealand Artificial Limb Board. The Board has charged the General Manager through its risk management policy with establishing and operating a risk management programme.

Legislative Compliance

The Board acknowledges its responsibility to ensure the organisation complies with all legislation. It has delegated responsibility to the General Manager for the development and operation of a programme to systematically identify compliance issues and ensure that all staff are aware of legislative requirements that are particularly relevant to them.

Ethics

The Board has adopted a Code of Conduct and expects the Board members and staff to maintain high standards of ethical behaviour and practise the principles of 'good corporate citizenship'.

Monitoring compliance with ethical standards is done through such means as monitoring trends in complaints and disciplinary actions; or any reports or indications that show non-conformance with the principles espoused in the Code of Conduct.

Statement of Responsibility for the Year ended 30 June 2006

The Board and management of the New Zealand Artificial Limb Board accept responsibility for the preparation of the annual Financial Statements and the judgements used in them.

The Board and management of the New Zealand Artificial Limb Board accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.

In the opinion of the Board and management of the New Zealand Artificial Limb Board, the annual Financial Statements for the year ended 30 June 2006 fairly reflect the financial position and operations of the New Zealand Artificial Limb Board.



A G Hall
Chair



G W P Mitchell
General Manager

19 October 2006

AUDIT REPORT

**TO THE READERS OF THE
NEW ZEALAND ARTIFICIAL LIMB BOARD'S
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2006**

The Auditor-General is the auditor of the New Zealand Artificial Limb Board. The Auditor-General has appointed me, Clare Helm, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements of the New Zealand Artificial Limb Board, on his behalf, for the year ended 30 June 2006.

Unqualified opinion

In our opinion the financial statements of the New Zealand Artificial Limb Board on pages 17 to 41:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect:
 - the New Zealand Artificial Limb Board's financial position as at 30 June 2006;
 - the results of its operations and cash flows for the year ended on that date; and
 - its service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 19 October 2006, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Board and the Auditor, and explain our independence.

Basis of opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Board;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements.

We evaluated the overall adequacy of the presentation of information in the financial statements. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Board and the Auditor

The Board is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the New Zealand Artificial Limb Board as at 30 June 2006. They must also fairly reflect the results of its operations and cash flows and service performance achievements for the year ended on that date. The Board's responsibilities arise from the Public Finance Act 1989 and the Social Welfare (Transitional Provisions) Act 1990.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Public Finance Act 1989.

Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with or interests in the New Zealand Artificial Limb Board.



Clare Helm
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Matters relating to the electronic presentation of the audited financial statements

This audit report relates to the financial statements of the New Zealand Artificial Limb Board for the year ended 30 June 2006 included on the New Zealand Artificial Limb Board's web site. The Board of the New Zealand Artificial Limb Board is responsible for the maintenance and integrity of the New Zealand Artificial Limb Board's web site. We have not been engaged to report on the integrity of the New Zealand Artificial Limb Board's web site. We accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

The audit report refers only to the financial statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and related audit report dated 19 October 2006 to confirm the information included in the audited financial statements presented on this web site.

Legislation in New Zealand governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of Service Performance for the Year ended 30 June 2006

Context

The New Zealand Artificial Limb Board provides a high quality service that enhances amputees' mobility and facility to enable full participation in society. The New Zealand Artificial Limb Board provides services that routinely include consultation with prosthetics professionals, orthopaedic surgeons, physiotherapists and occupational therapists.

The needs of amputees are both highly diverse and individual. Each limb is custom-made to fit the residual limb, and to take into account height, weight, activity levels, and personal lifestyle. Staff also assist with gait training and facilitate contacts with other health and community services depending on the needs and circumstances of the individual. Close contact is maintained with local Amputee Societies.

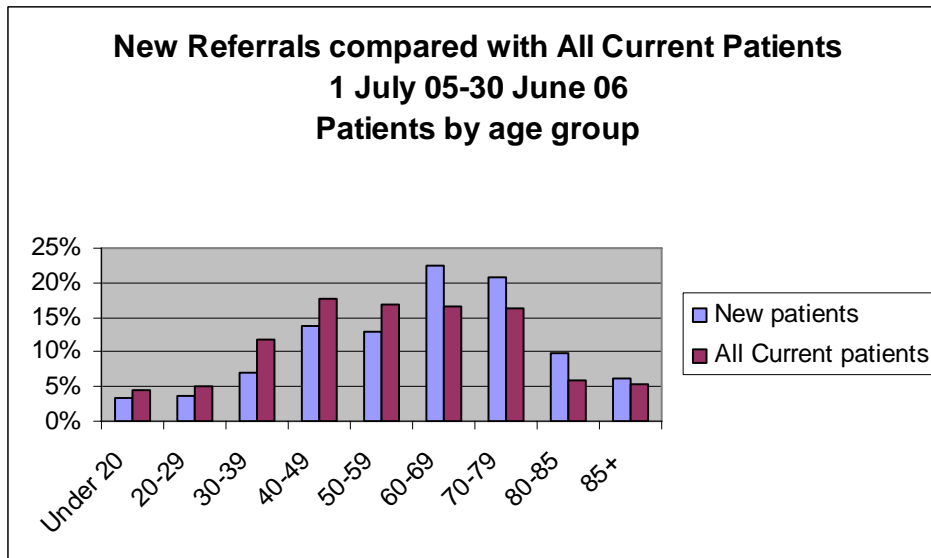
New Referrals

During the 2005-06 year, the number of new patients referred and registered at the New Zealand Artificial Limb Board was 376 compared with 408 for the previous year.

Of the new referrals, 71% were male and 29% female. The under-20 years group was 3%, with 38% between 20 and 59 years, and 59% over 60 years. New Zealand Europeans made up the largest group at 69%, with 13% being Maori, 6% Pacific people, and a range of others making up the remainder.

Some patients came to the New Zealand Artificial Limb Board for a pre-amputation visit, in order to help them make up their minds about going ahead with an amputation. In addition, there was a group of patients who attended after amputation but were advised against using a prosthesis for a variety of reasons – too ill, too frail, or considered incapable of managing one. There was a further group of patients who did not get referred to the limb service at all after amputation because their clinicians had not advised this course. During the 2005-06 year, of the 376 referred to the limb service, 33 were considered unsuitable or decided of their own accord not to proceed, and 36 died during the year.

The graph below shows the ages of new referrals for the current year compared with all patients registered with the New Zealand Artificial Limb Board who were current as at 30 June 2006.



Those 376 newly registered had 405 amputations, which included one tri-lateral and 27 bi-laterals. The majority (56%) were below knee amputations, with 28% being above knee, and 12% being upper limb amputations. A range of minor categories made up the remainder, e.g. hip disarticulations, through knee amputations.

All Current Patients

As at 30 June 2006 the service catered to 4,330 current patients registered with the New Zealand Artificial Limb Board throughout New Zealand.

The group was made up of 74% males, and 26% females. In ethnicity, 76% were New Zealand European, 12% Maori, and 6% were from the Pacific Islands. A variety of other ethnic backgrounds made up the remaining 6%. All age groups were represented, with 4% under 20 years, 52% between 20 and 59, and 44% over 60 years including 11% over 80 years.

Of the 4,330 patients, trauma reasons accounted for 46% of amputations, vascular failure 29% (including vascular/diabetes 11%), congenital limb loss 9%, and a variety of other causes such as infection and malignancy made up the remaining 16%.

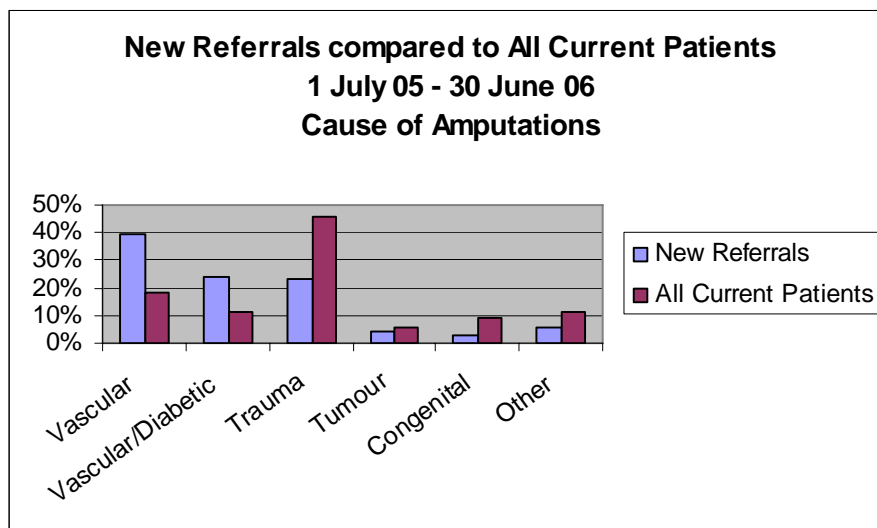
Lower limb amputations of various types accounted for the bulk (87%) of the limb service patients, with 13% having amputations of the upper limb. As a generalisation the limb service is concerned with lower limb amputations anywhere between the mid-foot and the hip, and upper limb amputations between wrist and shoulder. Only a very few patients with amputations in the hand or of the fingers find prostheses useful. Amputations in the forefoot and of the toes are best dealt with by orthotics services.

Trends

Trends may be observed when new 2005-06 referrals entering the services are compared with the current database as at 30 June 2006, as shown in the table below.

Of the **new** referrals, 64% were for vascular failure (diabetes and peripheral vascular disease) compared to the database figure of 29%, and trauma accounted for 23% compared with the database figure of 46%.

This difference does not itself represent a new trend, but reflects the short life expectancy of many vascular amputees compared with the many years as an amputee to be expected of congenital amputees, traumatic amputees and many of the amputees for malignancy.



Service Performance

Key Objectives

Key objectives of the Strategic and Business Plans adopted for the 2005-06 financial year were:

1. **To provide a rehabilitative service of high quality by:**
 - **constructing, fitting and servicing prostheses;**
 - **providing ancillary services to meet clients' needs.**

a. *Contract compliance.* The New Zealand Artificial Limb Board complied with its contractual requirements with the Ministry of Health and the ACC, to whom it reported directly.

b. *Quantitative goals* are inappropriate given the needs driven nature of the service. The goal was therefore expressed in terms of service capacity, which was successfully maintained during the year to meet demand.

| | | |
|--|------------------------|------------------------|
| The New Zealand Artificial Limb Board will ensure it has the Capacity to make, fit and service prostheses to at least the same level as in previous years: | Actual 2006 | Actual 2005 |
| New Limbs Supplied | 940 | 937 |
| Remodels | 199 | 161 |
| Resockets | 358 | |
| Maintenance and Adjustments to limbs | 8,668 | 8,936 ² |

Results showed an increase in overall production. Resockets, which are significant jobs in their own right, were for the first time listed separately from maintenance and adjustments. They reflect the increasing durability of other componentry allowing socket replacement to substitute for complete limb replacement.

c. *Quality:* The New Zealand Artificial Limb Board undertook to work with other health professionals towards a more integrated service for amputees. A research project was undertaken in 2003-05 that improved hospital services to amputees in Christchurch.

Interdisciplinary Care Guidelines for Hospital Management of Amputees in Christchurch:
 The New Zealand Artificial Limb Board will:

- develop ways in which findings from current Christchurch research on interdisciplinary care for amputees may be spread to other regions

² Includes resockets

A part-time job of amputee education co-ordinator was established in Christchurch Public Hospital and funded by the Canterbury/Westland Amputees Society. This consolidated the gains made for amputees in this area.

The model used for the research project was specific to the hospital arrangements in Christchurch and involved a dedicated staff member. Many of the resources developed for the project were easily transferable to other hospitals. The next step was to provide the project report (including some resources such as transfer posters and a manual on applying rigid removable dressings) to charge physiotherapists in all New Zealand District Health Boards. Responses would be acted on and analysed for further action over the coming year.

d. Skilled Staff

The New Zealand Artificial Limb Board prefers to employ clinical prosthetists who are tertiary qualified. At present the nearest source of tertiary qualifications in prosthetics is in Melbourne, Australia.

The New Zealand Artificial Limb Board will:

- work with orthotists and the Auckland University of Technology to seek to establish a New Zealand qualification in prosthetics/orthotics.

New Zealand Artificial Limb Board managers continued to work as part of a steering group at the Auckland University of Technology to establish a Bachelor of Health Science degree in prosthetics and orthotics. This is expected to be available by February 2008. The New Zealand Artificial Limb Board will provide clinical placements for students in its Limb Centres.

In order to maintain a high level of skills, the New Zealand Artificial Limb Board provides ongoing training to its staff and managers. During the year, six technical sessions were held by overseas suppliers providing training regarding new components. There were 19 general training sessions (e.g. IT training, recognising need for grief counselling, first aid, etc). Staff conducted 16 training courses for other health professionals on amputee care. In addition, two scientific conferences were attended by New Zealand Artificial Limb Board staff.

2. To operate as a successful enterprise with efficient and effective business practices

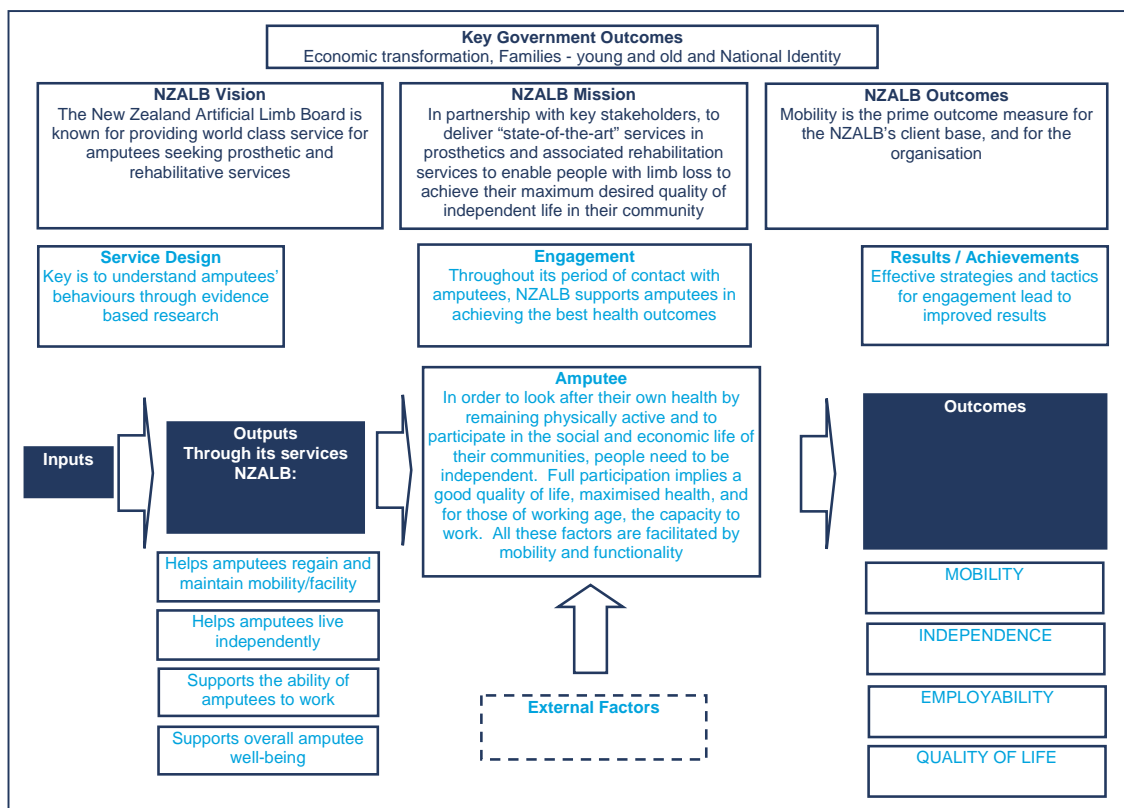
As a sole national provider, the New Zealand Artificial Limb Board is conscious both of its role as a Crown Entity and of the need to practise and demonstrate efficiency and effectiveness in its services to amputees.

The New Zealand Artificial Limb Board will:

- develop non-financial outcome measures to incorporate into its first Statement of Intent

A major project to establish non-financial outcome measures was launched in the 2004-05 financial year. Pricewaterhouse Coopers was engaged in a project to develop outcome measures that would “measure what we treasure”.

The outcomes of mobility, independence, employability, and quality of life were adopted within the following framework:



The key step was to have outcome measures that could be used at a clinical level to help individual clients, but which could also be aggregated to measure the service as a whole. Although no single internationally recognised measure had been designed to do this, it was proposed that a selection of measures might. In the absence of a general or professional consensus on an approved package of outcome measures for amputees the New Zealand Artificial Limb Board will not only be breaking new ground in this area, but will need to view outcomes measures as a “work in progress” rather than a definitive solution.

After extensive consultation, it was decided that the outcome focus for the first operational year would be amputee mobility. Three measures were adopted for application to new amputees, the measures to be applied three times each over the first year.

There was significant infrastructure required in order to provide the information on which outcomes could be measured. During the latter part of the 2005-06 year, the New Zealand Artificial Limb Board developed procedures and trained staff to apply the measures and collect the data required. The implementation date was 1 July 2006.

At the end of the first year the New Zealand Artificial Limb Board will be able to report on progress on implementation of the project, as well as results on amputee satisfaction with the whole service from a client satisfaction survey. Data from the first year's cohort of new amputees will be available for further analysis and research at the end of June 2008.

There has been interest from other organisations in the New Zealand Artificial Limb Board outcomes model, which is sufficiently flexible to be adapted to other areas.

3. To initiate research and development and access international research and development to ensure the New Zealand Artificial Limb Board is in the forefront of professional progress

a. New technology. To apply new technology and utilise existing skills in prosthetics to provide a more convenient service for amputees:

The New Zealand Artificial Limb Board will:

- consolidate Tracer CAD technology nationally
- monitor and develop suitable application of the technology in the New Zealand environment

Tracer CAD technology is now firmly established in the prosthetic armoury of tools at the New Zealand Artificial Limb Board for selected amputation stumps. The technology provides an alternative and quicker way to create a model of a stump than the old plaster cast method. Tracer CAD is also cleaner and more convenient for amputees. A software upgrade in May 2005 proved to be more user-friendly than the original software, and led to increased use by the staff. Feedback from amputees indicates an enthusiastic reception to the time saved, the easier process and the good results achieved.

b. *Statistics.*

To develop basic annual amputation statistics that will provide basic data for research, enable identification of trends, and assist with forward planning of services for amputees:

The New Zealand Artificial Limb Board will:

- work with the NZ Health Information Service to establish annual amputation statistics

Steady progress was made to establish these base data. Definitions were finalised in early 2006 and an extraction made in March 2006. The data were then sent to an external analyst, and checks made against existing information. Analysis was still under way at the time of printing this report.

4. To develop a profile that leads to a recognised public image of a confident, energetic and innovative organization.

The New Zealand Artificial Limb Board held its first international scientific congress in March 2003, which consolidated its place in the world of prosthetics, orthotics and rehabilitation.

The New Zealand Artificial Limb Board will:

ProsTHotics 2006 Congress

- Co-host and organise an international scientific conference in March 2006

The Congress attracted 143 registrants, an increase of 20 on the previous congress. The increased numbers of health professionals attending was particularly notable and gratifying.

The programme contained 35 papers on both prosthetics and orthotics, and the larger orthotics section attracted more orthotists than previously. The conference provided an excellent experience for New Zealand Artificial Limb Board staff and associated health professionals, 50 of whom attended. A total of 17 staff presented or contributed to papers.

Generous sponsorship enabled a good financial outcome for the Congress. There were ten exhibitors, with 13 standard booths being taken up. A late cancellation was taken up by Diabetes NZ (Wellington), who appreciated the opportunity.

The excellent Congress was the result of considerable effort by many people in the New Zealand Artificial Limb Board, and provided a valuable training

opportunity for the staff. It also confirmed the New Zealand Artificial Limb Board's place in the international prosthetics arena.

General

Premises

Auckland Limb Centre. Considerable progress was made during the year towards finalising plans with Admore & Power Architects for the refurbishment of the Auckland Limb Centre. The New Zealand Artificial Limb Board has worked co-operatively with the Ministry for Social Development in engaging the firm of Catalyst Consulting Ltd to manage the building project. The plans not only provide safer parking facilities for amputees but the changes concentrate on the clinical areas and will bring about a more efficient and pleasant environment for amputees and staff alike.

National Office. National Office had occupied temporary premises in Adelaide Road, but were pleased to move in October 2005 to more permanent offices in Kent Terrace, Wellington.

Financial Performance

| Notes | Actual 2006 \$000 | Budget 2006 \$000 | Actual 2005 \$000 |
|----------------------------------|-------------------------|-------------------------|-------------------------|
| Income | 6,614 | 6,219 | 6,291 |
| Expenditure | 6,737 | 6,788 | 6,468 |
| Net surplus/(deficit) | (123) | (569) | (177) |

Statement of Accounting Policies for the Year ended 30 June 2006

Reporting entity

These are the financial statements of the New Zealand Artificial Limb Board, a Crown entity in terms of the Crown Entities Act 2004. These statements have been prepared in accordance with the Public Finance Act 1989.

Measurement base

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

Accounting policies

The following particular accounting policies which materially affect the measurement of financial performance and financial management have been applied.

Budget figures

The budget figures are those approved by the Board at the beginning of the financial year.

The budget figures have been prepared in accordance with generally accepted accounting practice and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements.

Revenue

The New Zealand Artificial Limb Board principally derives its revenue from the Crown through contracts with the Ministry of Health and ACC for services to third parties and from interest on investments. Such revenue is recognised when earned and is reported in the financial period to which it relates.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, with the exception of accounts receivable and accounts payable which are stated with GST included.

Taxation

The New Zealand Artificial Limb Board is a public authority in terms of the Income Tax Act 2004 and consequently is exempt from income tax.

Accounts receivable

Accounts receivable are stated at their expected realisable value after providing for doubtful and uncollectable debts.

Investments

Short term investments are deposited with registered New Zealand banks and are stated at cost.

Property, Plant and Equipment

All fixed assets are recorded at cost. Any write-down of an item to its recoverable amount is recognised in the statement of financial performance.

Depreciation

Depreciation is provided on a straight line basis on all fixed assets, at a rate which will write off the cost of the assets to their estimated residual value over their useful lives.

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

| | | |
|------------------------|----------|------|
| Buildings | 40 years | 2.5% |
| Plant and equipment | 10 years | 10% |
| Furniture and Fittings | 5 years | 20% |
| Software | 5 years | 20% |
| Computer Equipment | 3 years | 33% |

Employee Entitlements

Provision is made in respect of the New Zealand Artificial Limb Board's liability for annual leave entitlements calculated on the basis of current rates of pay. Long service leave has been calculated and valued on an actuarial basis every two years and adjusted for actual leave taken on alternate years.

Operating leases

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases. Operating lease expenses are recognised on a systematic basis over the period of the lease.

Financial instruments

The New Zealand Artificial Limb Board is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits, debtors and creditors. All financial instruments are recognised in the statement of financial position and all revenues and expenses in relation to financial instruments are recognised in the statement of financial performance.

Statement of cash flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which the New Zealand Artificial Limb Board invests as part of its day-to-day cash management.

Operating activities includes all activities other than investing and financial activities. The cash inflows include all receipts from the sale of goods and services and other sources of revenue that support the New Zealand Artificial Limb Board's operating activities. Cash outflows include payments made to employees, suppliers and for taxes.

Investing activities are those activities relating to the acquisition and disposal of current and non-current securities and any other non-current assets.

Financing activities are those activities relating to changes in equity and debt capital structure of the New Zealand Artificial Limb Board and those activities relating to the cost of servicing the New Zealand Artificial Limb Board's equity capital.

Changes in accounting policies

There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a consistent basis with previous years.

Foreign exchange

Foreign currency transactions are converted into New Zealand dollars at the exchange rate at the date of the transaction. Where a forward exchange contract has been used to establish the price of a transaction, the forward rate specified in that foreign exchange contract is used to convert that transaction to New Zealand dollars. Consequently, no exchange gain or loss resulting from the difference between the forward exchange contract rate and the spot exchange rate on date of settlement is recognised.

Monetary assets and liabilities are translated to New Zealand dollars at the closing exchange rate. The resulting unrealised exchange gain or loss is

recognised in the Statement of Financial Performance. Other exchange gains or losses, whether realised or unrealised, are recognised in the Statement of Financial Performance in the period to which they relate.

**Statement of Financial Performance for the
Year ended 30 June 2006**

| | Notes | Actual 2006 \$000 | Budget 2006 \$000 | Actual 2005 \$000 |
|--|-------|-------------------------|-------------------------|-------------------------|
| Revenue | | | | |
| Crown revenue | | 6,290 | 5,981 | 6,030 |
| Other revenue | | 100 | 51 | 57 |
| Interest income | | 224 | 187 | 204 |
| Total revenue | | 6,614 | 6,219 | 6,291 |
| Expenditure | | | | |
| Personnel | | 2,620 | 2,735 | 2,579 |
| Operating | | 3,659 | 3,517 | 3,332 |
| Depreciation | | 251 | 256 | 293 |
| Rehabilitation | | 127 | 157 | 131 |
| Training & Research | | 80 | 123 | 133 |
| Total Expenses | 1 | 6,737 | 6,788 | 6,468 |
| Net surplus/(deficit) from operations | | (123) | (569) | (177) |

**Statement of Movements in Equity for the
Year ended 30 June 2006**

| | Notes | Actual 2006 \$000 | Budget 2006 \$000 | Actual 2005 \$000 |
|--|-------|-------------------------|-------------------------|-------------------------|
| Operating surplus/(deficit) | | (123) | (569) | (177) |
| Total recognised revenues and expenses for the period | | (123) | (569) | (177) |
| Public equity as at 1 July 2005 | | 5,836 | 5,764 | 6,013 |
| Public equity as at 30 June 2006 | 2 | 5,713 | 5,195 | 5,836 |

The accompanying accounting policies and notes form part of these financial statements.

**Statement of Financial Position
as at 30 June 2006**

| | Notes | Actual 2006 \$000 | Budget 2006 \$000 | Actual 2005 \$000 |
|--------------------------------------|-------|-------------------------|-------------------------|-------------------------|
| Total Public Equity | | 5,713 | 5,195 | 5,836 |
| Represented by: | | | | |
| Current Assets | | | | |
| Cash and Bank | | 457 | 420 | 498 |
| Receivables and prepayments | 3 | 775 | 600 | 641 |
| Short-term deposits | | 2,907 | 1,793 | 2,887 |
| Inventory | 4 | 1,469 | 1,350 | 1,426 |
| Total current assets | | 5,608 | 4,163 | 5,452 |
| Non-current assets | | | | |
| Fixed assets | 5 | 866 | 1,632 | 1,020 |
| Total non-current assets | | 866 | 1,632 | 1,020 |
| Total assets | | 6,474 | 5,795 | 6,472 |
| Current liabilities | | | | |
| Payables | 6 | 403 | 270 | 301 |
| Employee entitlements | 7 | 187 | 175 | 175 |
| Accruals salaries | 7 | 111 | 65 | 97 |
| Total current liabilities | | 701 | 510 | 573 |
| Non-current liabilities | | | | |
| Employee entitlements | 7 | 60 | 90 | 63 |
| Total non-current liabilities | | 60 | 90 | 63 |
| Total liabilities | | 761 | 600 | 636 |
| Net assets | | 5,713 | 5,195 | 5,836 |

The accompanying accounting policies and notes form part of these financial statements.

**Statement of Cash Flows for the
Year ended 30 June 2006**

| | Notes | Actual 2006 \$000 | Budget 2006 \$000 | Actual 2005 \$000 |
|---|-------|-------------------------|-------------------------|-------------------------|
| Cash flows from operating Activities | | | | |
| Cash was provided from: | | | | |
| Supply of services | | 6,239 | 6,051 | 6,262 |
| Interest received | 10 | 238 | 187 | 188 |
| | | 6,477 | 6,238 | 6,450 |
| Cash was applied to: | | | | |
| Payments to employees | | (2,597) | (2,735) | (2,613) |
| Payments to suppliers | | (3,820) | (3,735) | (3,547) |
| Net Goods and Services tax | | 16 | | 25 |
| | | (6,401) | (6,470) | (6,135) |
| Net cash flows from operating activities | 8 | 76 | (232) | 315 |
| Cash flows from investing activities: | | | | |
| Cash was provided from: | | | | |
| Sale of fixed assets | | 4 | - | 3 |
| | | 4 | - | 3 |
| Cash was applied to: | | | | |
| Purchase of fixed assets | | (101) | (867) | (219) |
| Decrease in term deposits | | (20) | 1,094 | (18) |
| | | (121) | 227 | (237) |
| Net cashflow from investing activities | | (117) | 227 | (234) |
| Net increase/(decrease) in cash held | | (41) | (5) | 81 |
| Add opening cash | | 498 | 425 | 417 |
| Closing cash | | 457 | 420 | 498 |

The accompanying accounting policies and notes form part of these financial statements.

**Statement of Commitments
as at 30 June 2006**

| | 2006 \$000 | 2005 \$000 |
|---|---------------|---------------|
| Non-cancellable operating lease commitments | | |
| Not later than one year | 74 | 52 |
| Later than one year and not later than two years | 34 | 42 |
| Later than two years and not later than five years | 42 | 4 |
| Later than five years | - | - |
| Capital commitments | | |
| Not later than one year | - | - |
| Total commitments | 150 | 98 |

**Statement of Contingent Liabilities
as at 30 June 2006**

The New Zealand Artificial Limb Board has no contingent liabilities as at 30 June 2006 (30 June 2005: Nil).

The accompanying accounting policies and notes form part of these financial statements.

**Notes to the Financial Statements for the
Year Ended 30 June 2006**

Note 1: Operating deficit

| | 2006 \$000 | 2005 \$000 |
|---|---------------|---------------|
| The net deficit after charging for | | |
| Personnel costs | 2,603 | 2,583 |
| Change in long service leave provision | 17 | (4) |
| Total personnel costs | 2,620 | 2,579 |
| Operational costs | 886 | 862 |
| Material costs | 2771 | 2,532 |
| Fees paid to auditors | 23 | 22 |
| Board members' fees | 60 | 51 |
| Board members' expenses | 23 | 18 |
| Depreciation | | |
| Buildings | 1 | 1 |
| Plant & equipment | 57 | 45 |
| Furniture & fittings | 27 | 31 |
| Computer equipment | 21 | 73 |
| Software | 145 | 143 |
| Total depreciation for the year | 251 | 293 |
| Rental expense on operating leases | 104 | 103 |
| Bad debts written off | - | 1 |
| Total costs for operations | 6,738 | 6,461 |
| After adjusting | | |
| Net loss/(gain) on sale of fixed assets | (1) | 7 |
| Total costs for operations | 6,737 | 6,468 |

Note 2: Public Equity

| | 2006 \$000 | 2005 \$000 |
|---|---------------|---------------|
| General funds | | |
| Opening balance | 5,836 | 6,013 |
| Net surplus/(deficit) | (123) | (177) |
| | 5,713 | 5,836 |
| Less Board-created reserves | | |
| Property occupancy reserve | (2,460) | (2,491) |
| IT enhancement reserve | (178) | (220) |
| Centre upgrading reserve | (81) | (99) |
| Research and development reserve | (273) | (247) |
| Closing general funds | 2,721 | 2,779 |
| Movement in Board reserves | | |
| Property occupancy reserve | | |
| Opening balance | 2,491 | 2,500 |
| Transferred from general funds | (31) | (9) |
| Balance as at 30 June 2006 | 2,460 | 2,491 |
| IT enhancement reserve | | |
| Opening balance | 220 | 233 |
| Transferred from general funds | (42) | (13) |
| Balance as at 30 June 2006 | 178 | 220 |
| Centre upgrading reserve | | |
| Opening balance | 99 | 112 |
| Transferred from general funds | (18) | (13) |
| Balance as at 30 June 2006 | 81 | 99 |
| Research and development reserve | | |
| Opening balance | 247 | 255 |
| Transferred from general funds | 26 | (8) |
| Balance as at 30 June 2006 | 273 | 247 |
| Total Board created reserves | 2,992 | 3,057 |

Note 3: Receivables and prepayments

| Accounts receivable and prepayments | 2006 \$000 | 2005 \$000 |
|--|---------------|---------------|
| Trade debtors | 695 | 553 |
| Other amounts receivable | 41 | 17 |
| Interest accrual | 20 | 34 |
| Prepayments | 19 | 37 |
| Total | 775 | 641 |

Note 4: Inventory

| Inventory on hand | 2006 \$000 | 2005 \$000 |
|--------------------------|---------------|---------------|
| Materials | 1,279 | 1,225 |
| Work in progress | 190 | 201 |
| Total | 1,469 | 1,426 |

Note 5: Property, plant and equipment

| Actual 2006 | Cost \$000 | Accumulated Depreciation \$000 | Net Book Value \$000 |
|------------------------|---------------|--------------------------------------|----------------------------|
| Buildings | 99 | (22) | 77 |
| Plant and equipment | 687 | (264) | 423 |
| Furniture and fittings | 334 | (285) | 49 |
| Computer equipment | 290 | (253) | 37 |
| Software | 740 | (460) | 280 |
| Total | 2,150 | (1,284) | 866 |

| Actual 2005 | Cost \$000 | Accumulated Depreciation \$000 | Net Book Value \$000 |
|------------------------|---------------|--------------------------------------|----------------------------|
| Buildings | 68 | (20) | 48 |
| Plant and equipment | 688 | (209) | 479 |
| Furniture and fittings | 324 | (263) | 61 |
| Computer equipment | 284 | (256) | 28 |
| Software | 720 | (316) | 404 |
| Total | 2,084 | (1,064) | 1,020 |

Note 6: Payables and accruals

| | 2006 \$000 | 2005 \$000 |
|-------------------|---------------|---------------|
| Trade creditors | 220 | 155 |
| Accrued expenses | 101 | 86 |
| Income in advance | - | 3 |
| GST provision | 82 | 57 |
| Total | 403 | 301 |

Note 7: Employee entitlements

| | 2006 \$000 | 2005 \$000 |
|-------------------------|---------------|---------------|
| Salary related accruals | 111 | 97 |
| Annual leave | 167 | 175 |
| Long service leave | 80 | 63 |
| Total | 358 | 335 |
| Current | 298 | 272 |
| Non-current | 60 | 63 |
| Total | 358 | 335 |

Note 8: Reconciliation of the net surplus/(deficit) from operations with the net cashflows from operating activities

| | 2006 \$000 | 2005 \$000 |
|--|---------------|---------------|
| Net surplus/(deficit) from operations | (123) | (177) |
| Add (less) non-cash items: | | |
| Depreciation | 251 | 293 |
| Loss/(gain) on disposal of fixed assets | (1) | 7 |
| Increase/(decrease) in non-current employee entitlements | (3) | (4) |
| Total non-cash items | 247 | 296 |
| Add (less) movements in working capital items: | | |
| Movement in receivables and prepayments | (134) | 183 |
| Movement in payables | 103 | 37 |
| Movement in Work in Progress and Stock | (43) | 6 |
| Movement in current employee entitlements | 26 | (30) |
| Total movements in working capital | (48) | 196 |
| Net cash flow from operating activities | 76 | 315 |

Note 9: Related party transactions

The New Zealand Artificial Limb Board is a wholly owned entity of the Crown. All transactions entered into with other government departments and State Owned Enterprises are conducted at arm's length on normal business terms except for the lease agreements with Crown in place for the use of premises which are at nominal rents.

No severance payments have been made to Board members. Remuneration through fees is all-inclusive.

Note 10: Financial instruments

The New Zealand Artificial Limb Board is party to financial instruments as part of its everyday operations. These financial instruments include bank accounts, bank deposits, accounts receivable and accounts payable.

The New Zealand Artificial Limb Board is risk averse and seeks to minimise its exposure from its operating activities. Its policies do not allow any transactions which are speculative in nature.

Credit Risk

Credit risk is the risk that a third party will default on its obligation to the New Zealand Artificial Limb Board, causing the New Zealand Artificial Limb Board to incur a loss.

The New Zealand Artificial Limb Board has a credit risk in its holdings of various financial instruments. These instruments include cash, bank deposits and accounts receivable.

The New Zealand Artificial Limb Board places its investments with institutions that have a high credit rating. It also reduces its exposure to risk by limiting the amount that can be invested in any one institution. The New Zealand Artificial Limb Board believes that these policies reduce the risk of any loss which could arise from its investment activities. The New Zealand Artificial Limb Board does not require any collateral or security to support financial instruments.

There is no significant concentration of credit risk.

Fair value

The fair value of all financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Currency risk

The New Zealand Artificial Limb Board avoids the risk of loss through fluctuating overseas currency exchange rates by operating on a cost plus charge out policy. No foreign currency hedge transactions are entered into.

Interest rate risk

The New Zealand Artificial Limb Board does not consider that there is any significant interest exposure to interest risk on its investments. Interest rates for short term deposits ranged from 6.42 – 7.49%.

Note 11: Employees' remuneration

| \$000 | Number of Employees 2006 | Number of Employees 2005 |
|---------|--------------------------------|--------------------------------|
| 100-110 | 1 | 1 |
| 110-120 | - | - |
| 120-130 | - | - |
| 130-140 | 1 | 1 |

On an annualised basis, the General Manager's remuneration and other benefits (e.g. superannuation) is in the band of \$130,000-\$140,000 (2005: \$130,000 - \$140,000).

Gifts to the total value of \$748 were paid to 1 staff member upon retirement during 2005/2006.

Note 12: Board Members' fees

Fees paid to members of the Board were as follows

| | 2006 \$000 | 2005 \$000 |
|--------------|---------------|---------------|
| A G Hall | 19 | 19 |
| J Thompson | 9 | 8 |
| G F Lamb | 8 | 8 |
| N D Millar | 8 | 8 |
| L L Peacock | 8 | 8 |
| C Johnstone | 8 | - |
| Total | 60 | 51 |

Note 13: Post balance date events

There are no events after balance date that affect the presentation of these financial statements.

Note 14: Major budget variations

The financial statements show a deficit of \$123,000 on the year's operations compared with a projected budget deficit of \$569,000. The main items contributing to this variance were as follows:

Crown revenue

Increased demand for services to clients not funded by MOH resulted an additional \$309,000 of revenue.

Other revenue

Increase of \$48,000 on budgeted revenue from privately funded clients. Services are on an as-required basis.

Operating costs

A joint inter-agency project was cancelled and two projects deferred to 2006/07, which resulted in an under-spend of \$54,000.

Personnel costs

Delays in appointment of personnel to existing vacancies in 2005/2006 resulted in an under-spend of \$139,000.

NEW ZEALAND ARTIFICIAL LIMB BOARD

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