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## **New Zealand Blood Service (NZBS)**

**Response to the Health Committee  
Review Questionnaire for the year  
ended 30 June 2014**

**Prepared: 5 February 2015**

## NEW ZEALAND BLOOD SERVICE REVIEW QUESTIONS – 2013/14

*Note: When data is requested for the last financial year this refers to the year 2013/14 where it is for the previous three financial years, this refers to years 2012/13, 2011/12, 2010/11*

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1. Was the Department/Ministry/Entity and its associated agencies or subsidiaries mission statement or vision statement changed over the 2013/14 year; if so, what are the details of these changes? Why were these changes made, and what is the objective behind such changes?
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*There have been no changes to the NZBS vision statement and enduring outcome statement (mission) in 2013/14.*

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2. What restructuring occurred during 2013/14 and each of the previous three financial years? Please provide copies of any evaluations carried out prior to restructuring and details of the structural change, the objective of restricting, staff increases or reductions as a result, and all costs associated with the change including costs of redundancy?
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*The only significant restructuring in the last four years occurred in November 2013 with the closure of static Donor Centres in Napier and Nelson in response to the sustained decline in demand for Red Blood Cells. A copy of the Board decision paper (Whole Blood Facilities Analysis – Adjusting to Changed Demand Patterns) recommending closure is provided as Appendix 1.*

*The costs associated with the closures (including redundancy costs) are included in the answer to question 44; noting that the savings were built into future budgets and have subsequently been delivered.*

*Other smaller service reconfigurations and reviews were undertaken over the last four years as part of business-as-usual performance improvement activities.*

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3. What new services, functions or outputs did the Department/Ministry/Entity and its associated agencies introduce in the last financial year? Describe these and estimate their cost.
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*There were no new services functions or outputs of materiality introduced by NZBS in 2013/14. Rather the focus has been on continuous service improvement and cost containment to meet the DHBs expectation of minimal price increases year-on-year. The success of these initiatives resulted in NZBS making a \$2M price rebate to the DHBs at the end of the 2013/14 financial year.*

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4. What services or functions did the Department/Ministry/Entity and its associated agencies respectively cut or curtail in the last financial year? Describe the service or function concerned and estimate the cost saving.
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*Blood collection activities in Napier and Nelson were changed in November 2013 from a fixed site operation to mobile collections– see Appendix 1 for detail.*

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5. For each new spending initiative introduced over the last three Budgets (i.e. Budget 2012, Budget 2013, and Budget 2014), what evaluation has been undertaken of its effectiveness and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?
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*The four material spending / saving initiatives over the last three budget years are:*

a) Upgrade to the Blood Management System from Progesa to eProgesa

*A multi-year \$7.8M project to replace the ageing and unsupported blood management software system Progesa with eProgesa. The blood management system is the back-bone of all NZBS vein-to-vein activities from donor registration, through testing, processing, inventory storage and distribution, to issuing blood and blood products for transfusion to patients in all DHB Blood Banks. This like-for-like project successfully delivered a new fully supported version of eProgesa which provides opportunities for enhanced functionality.*

*Extracts from the eProgesa Project Close-down report to the NZBS Board is included as Appendix 2.*

b) Aligning collections with demand – introducing group specific collections, enhancing inventory management and reducing the cost of product expiry.

*This multi-year project has focused on:*

- wide-spread introduction of donor appointments, which enables NZBS to manage its collections by blood-group to better align with DHB prescribing*
- enhanced inventory management both within NZBS and the DHB managed Blood Banks to minimise expiry (noting that the shelf-life of RBCs is 35 days and platelets 5 days)*

<i>Figures in \$000's</i>	<i>FY 2011/12 Product Expiry Cost</i>	<i>FY 2012/13 saving over FY2011/12</i>	<i>FY 2013/14 saving over FY2012/13</i>
<b>Savings delivered</b>	<b>\$4.74m</b>	<b>\$1.01m</b>	<b>\$1.07m</b>
<b>Product Expiry Cost</b>		<b>\$3.73m</b>	<b>\$2.66m</b>

*Over the last 2 years NZBS has as a result of the above work made combined savings of \$2.08m in product expiry over the level incurred in the 2011/12 financial year.*

c) Changing whole blood collection packs to the EuroBloodPack

*The opportunity to participate in a European Blood Association (EBA) joint procurement initiative for blood bags has delivered significant financial savings. Based on the EBAs EuroBloodPack specification and purchasing framework, the new EuroBloodPacks were implemented at NZBS between Q4 of 2013/14 and Q1 of 2014/15 and will deliver a 46% reduction in blood pack spend, amounting to an annual financial saving of \$1.75m.*

*The financial savings in 2013/14 contributed (along with other money saving initiatives) to the strong year-end financial position, which enabled a \$2M price rebate to be made to the DHBs. The on-going savings have been built in to future budgets.*

d) Design and build of the new Christchurch Blood Centre

*This has been a multi-year project to establish a new purpose built Blood Centre in Christchurch; in partnership with Ngāi Tahu Property who own the land and building and will be the long-term landlord. The business case for this \$26.4M building project was approved by the NZBS Board*

*in October 2012 and the building was originally planned for completion in early 2015. However through excellent project management by NZBS, Ngāi Tahu Property and our jointly appointed project manager from RCP, practical completion was achieved on 5 September 2014 and the building was officially opened on 10 November 2014 by the Minister of Health, with the first donors making donations from 12noon that day. The building was delivered under-budget; however the final financial report is not yet available from Ngāi Tahu Property.*

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6. What new spending or savings initiatives were considered for Budget 2014 that were not proceeded with? Please provide a description of each, with an estimate of the associated cost over the next four years, and the reason each initiative was not proceeded with.
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*There were no material spending or saving initiatives considered for the 2013/14 budget that were not proceeded with.*

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7. What user charges were collected by the Department/Ministry/Entity and its associated agencies in the last year? Please break this down by existing user charges, extended user charges and new user charges introduced in the last year.
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*NZBS is funded on a fee-for-service basis, there were no "user charges" collected in the last year.*

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8. How much funding was allocated to capital works by the Department/Ministry Entity and its associated agencies and subsidiaries respectively in the last financial year? How does this figure compare to that allocated and that spent in the last three financial years?
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*The Capital Expenditure figures are as follows;*

<i>Figures in \$000's</i>	<i>Actual</i>	<i>Budget</i>
2013/14 Year	2,543	3,952
2012/13 Year	4,404	6,033
2011/12 Year	6,350	6,802
2010/11 Year	5,021	8,237

*The average annual Capital Expenditure spend over the last 4 years was \$4.58m compared with the average Depreciation charge over the same period of \$3.52m.*

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9. What have the trends been for voluntary compliance in any activity carried out by the Department/Ministry Entity and its associated agencies and subsidiaries in each of the last 3 years; what evaluations, if any, have been undertaken to explain these trends?
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*NZBS is a highly regulated and audited organisation, therefore the majority of our compliance activity is mandatory or statutory.*

*We continue to work towards compliance with the Public Records Act requirements following our initial audit by Archives New Zealand in April 2011.*

*Significant effort has also been applied over the last 3 years to enhance our health and safety performance and to ensure preparedness for the new Health & Safety regulations planned in 2015.*

NZBS relies upon both internal and external audits to confirm compliance. For example evaluation of our Health & Safety activities resulted in NZBS being granted ACC's tertiary level accreditation at our first ever Workplace Safety Management Practices audit in September 2013.

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10. What polls, surveys or market research did the Department/Ministry/Entity and its associated agencies and subsidiaries undertake in the last financial year and what were the total estimated costs of the polls, survey and market research? Please provide a copy of the polling report and the following details:
- Who conducted the work
  - When the work commenced
  - When it was completed (or due to be completed)
  - Estimated total cost
  - Whether tenders were invited; if so, how many were received
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**Common Measurement Tool Benchmarking Survey** (email) – See Appendix 3 for copy of report.

- NZBS conducted the work
- Commenced - March 2014
- Completed - April 2014
- Total cost - \$0.00 – used in-house system
- N/A

**Partners for Life Survey** (email) – See Appendix 4 for copy of report.

- NZBS conducted the work
- Commenced - November 2013
- Completed - January 2014
- Total cost - \$0.00 – used in-house system
- N/A

**Educational Resources Survey** (email) – See Appendix 5 for copy of report.

- Lift Education conducted the work
- Commenced - June 2013
- Completed - August 2014
- Total cost - \$1,480.50
- No tenders were invited

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11. How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the total cost of campaigns or publications completed in the previous three financial years?
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Financial Year	2010/11	2011/12	2012/13	2013/14
Total spend	\$899,893	\$573,029	\$695,936	\$488,316

The expenditure trend line reflects NZBS moving to more digitally focused marketing campaigns in recent years.

12. For each advertising or public relations campaign or publication conducted or commissioned by the Department/Ministry/Entity and its associated agencies respectively, in the 2013/14 financial year, please provide the following:
- Details of the project including all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
  - Who conducted the project
  - Type of product or service generally provided by the above
  - Date the work commenced
  - Estimated completion date
  - Total cost
  - Whether the campaign was shown to the Controller and Auditor-General
  - Whether tenders were or are to be invited; if so, how many were or will be received.

**Advertising Campaign – Pledge Campaign**

- The Pledge campaign was launched in conjunction with World Blood Donor Day 2014, as a social call to action to encourage new blood donors. Launched in the week of 2 June 2014 the objectives were to raise awareness of New Zealand Blood Service to the general public, thank blood donors, encourage new donors to pledge to become blood donors, and to encourage non-donors to show their support for NZBS. See Appendix 6 for project plan. No reports required or sent to Ministers.*

<i>Breakdown of costs.</i>	
<i>- Note: Media costs carried over to FY14/15 due to timing of the launch as the campaign ran until December 2014</i>	
<i>Campaign Creation</i>	<i>\$29,170.41</i>
<i>Media Cost</i>	<i>\$8,029.38</i>
<i>Print costs</i>	<i>\$3,254.00</i>
<i>TOTAL Cost</i>	<i>\$40,453.79</i>

- Conducted by Young & Shand*
- Digital Advertising Agency*
- Commenced - March 2014*
- Launch - June 2014, Campaign Completion – December 2014.*
- Total cost - \$40,454*
- Campaign was not shown to the Controller or Auditor-General*
- No tenders were invited – Young & Shand are NZBS's contracted external Digital Advertising Agency*

**Public Relations Campaign – World Blood Donor Day**

- This is the major publicity event of year for the New Zealand Blood Service. It is held globally on 14 of June each year (or the nearest week day if this falls on a weekend). The purpose of the campaign is to create publicity about volunteer blood donation, to thank existing donors, to recruit new donors and to reactivate lapsed donors. The publicity activities usually run for a week either side of WBDD. See Appendix 7 for project plan. No reports required or sent to Ministers.*

<i>Breakdown of costs.</i>	
<i>Network Communications</i>	<i>\$52,328.06</i>
<i>Photography</i>	<i>\$1,695.00</i>
<i>BOC Helium for centre balloons</i>	<i>\$2,102.32</i>
<i>Print costs</i>	<i>\$4,305.25</i>
<i>TOTAL Cost</i>	<i>\$60,430.62</i>

- b. Conducted by Network Communications*
- c. Full Service Public Relations Agency*
- d. Commenced - February 2014*
- e. Completed - June 2014*
- f. Total cost - \$60,431*
- g. Campaign was not shown to the Controller or Auditor-General*
- h. No tenders were invited – Network Communications are NZBS's external contracted Public Relations Agency*

### **Publications - NZBS Annual Review**

- a. This is an abridged version of the formal NZBS Annual Report for 2013/14 financial year. It excludes the detailed financial and performance reporting information required by Parliament in the formal Annual Report. The Annual Review is used as a marketing tool providing information and stories for donors and potential donors about what NZBS does, our staff and an overview of the organisations performance throughout the 2013/14 financial year. A copy of the Annual Review can be found on the NZBS website: <http://www.nzblood.co.nz/assets/About-NZBS/PDFs/Annual-Review-2013-2014.pdf>. The Minister and Parliament receive copies of the Annual Report which contains all the stories contained in the Annual Review.*

<i>Breakdown of costs</i>	
<i>- Note: Total costs provided as timeframe for creating this publication overlaps FY 13/14 and 14/15.</i>	
<i>Print and design</i>	<i>\$10,675.00</i>
<i>Photography</i>	<i>\$1,300.00</i>
<i>TOTAL Cost</i>	<i>\$11,975.00</i>

- b. Conducted by Trio Group Limited*
- c. NZBS's Contracted Print Management Company*
- d. Commenced - March 2014*
- e. Completed - September 2014*
- f. Total cost - \$11,975*
- g. Campaign was not shown to the Controller or Auditor-General*
- h. No tenders were invited – Trio Group is NZBS's contracted printer*

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13. How many public relations and/or communications staff did the Department/Ministry/Entity and its associated agencies employ in the last financial year; what was the total salary budget for these staff and how did that compare with each of the previous three financial years?

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*None – NZBS utilises an externally contracted Public Relations Agency for this purpose (see question 22).*

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14. How many public relations contractors/consultants did the Department/Ministry/Entity and its associated agencies employ in the last financial year; what was the total salary budget for these staff and how did that compare with each of the previous three financial years?

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*None - as per answer to question 13.*

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15. How many staff positions in the Ministry, Crown Entity, government department or government agency were left unfilled in the 2013/14 financial year and how did that compare with each of the previous three financial years?

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*The vacancy level as at 30 June each financial year-end, stated as Full Time Equivalent (FTE) positions was as follows;*

<i>As at 30 June</i>	<i>FTEs</i>
<i>2014</i>	<i>19.54</i>
<i>2013</i>	<i>17.68</i>
<i>2012</i>	<i>10.59</i>
<i>2011</i>	<i>5.70</i>

*The average vacancy level over the 4 year period was 13.38 FTEs and it is noted NZBS currently uses a 10 FTE vacancy factor for financial planning purposes.*

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16. How many external contractors or consultants, including contractors or consultants providing services, were engaged or employed by the Department/Ministry/Entity and its associated agencies in 2013/14 and what was the estimated total cost? How did this compare to each of the previous three financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the last three financial years please provide the following details:

- Name of consultant or contractor
- Type of service generally provided by the consultant or contractor
- Details of the specific consultancy or contract
- Budgeted and/or actual cost
- Maximum hourly and daily rates charged
- Date of the contract
- Date the work commenced
- Completion date
- Whether tenders were invited; if so, how many were received
- Whether there are proposals for further or following work from the original consultancy; if so what are the details?
- A copy of all reports prepared or delivered as a result of the consultancy or contract.

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<b>Summary of Contractors and/or Consultants</b>		
<i>Financial Year</i>	<i>Number</i>	<i>Total cost</i>
2013/14	11	87,486
2012/13	7	339,311
2011/12	10	963,564
2010/11	8	769,344

*Due to its size, NZBS utilises contractors and consultants to provide specialist expertise (e.g. Industrial Relations expert to assist with Collective Agreement negotiations) as and when required to support either major projects or to provide specialist services e.g. Financial Management Information Systems (FMIS) software support.*

*A summary overview*

Name of Company	Purpose	Contractor / Consultant	Period	FY11	FY12	FY13	FY14
<b>Eprogesa Project Team</b>							
Consultant 1*	Operational/Project management eProgesa upgrade	Contractor	July 2010 to September 2012	180,775	229,075	83,975	-
Consultant 2*	Operational/Project management eProgesa upgrade	Contractor	July 2010 to September 2012	169,208	171,026	44,200	-
Consultant 3*	IT project eProgesa upgrade	Contractor	September 2011 to August 2012	-	111,019	18,182	-
Nobel Solutions Ltd	IT project eProgesa upgrade	Contractor	July 2011 to April 2012	-	109,098	-	-
<b>Finance &amp; FMIS Support</b>							
Consultant 4*	Financial Systems - support to FMIS software	Contractor	July 2010 to May 2012	61,500	80,320	-	-
Consult Recruitment Limited	Product & Services Costing review project	Contractor	July 2010 to January 2011	77,050	-	-	-
<b>General IT Infrastructure Support</b>							
Hudson Global Resources (NZ) Ltd	IT project management including Eprogesa, DRM upgrade and data warehouse upgrade	Contractor	July 2010 to February 2012	201,502	106,497	-	-
Lineham Group Limited	Data Warehouse Development Support	Contractor	April 2012 to September 2013	-	43,984	163,658	1,363
Ninetwenty Auckland Ltd	Q-pulse Quality Control system support and Records Management project (Public Archives Act compliance).	Contractor	July 2010 to December 2012	48,940	86,034	22,970	-
<b>Records Management</b>							
Solnet Solutions Limited	Records Management project (Public Archives Act compliance).	Contractor	April 2012 to December 2012	-	8,775	2,835	-
<b>Operations</b>							
SlyBuck Ltd	Facilities Review	Consultant	Months of July 2010 and March 2011	3,540	-	-	-
<b>Human Resources</b>							
Weaver & Weaver Co Ltd	Industrial Relations advice	Consultant	Annual subject to union negotiations	26,829	17,738	3,290	20,855
<b>Clinical</b>							
	Behavioral Donor Review - 9 member Panel	Consultant	First meeting September 2013 with Board approving final report May 2014.	-	-	-	65,268
<b>Total Consultants and contractors</b>		<b>21</b>		<b>769,344</b>	<b>963,564</b>	<b>339,311</b>	<b>87,486</b>

*\* Note: Individual names withheld. No tenders were invited during the period in question as all consultants used had previously worked with NZBS (or the contractor) and had established their credentials as well as having gained a knowledge of NZBS in their respective areas of expertise.*

17. Did the Department/Ministry and its associated agencies hire more or fewer contractors in the 2013/14 year than it did in 2012/13? What was the total spend on contractors in 2013/14? How did that compare with each of the previous three financial years?

*Please refer to the answer in Question 16.*

18. How many contracts awarded by the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year were valued at \$1 million or more, listed by name of company contracted and total value of contract? How did that compare with each of the previous three financial years?

*The million dollar plus suppliers who supplied for the 2013/14 financial year are listed below;*

Contracts in excess of \$1.0million per annum						
Rank	Vendor Name	Financial Years ended 30 June				Product or Service Supplied
		2014 Billed	2013 Billed	2012 Billed	2011 Billed	
1	CSL Behring (Australia ) Pty Ltd	16,036,434	17,348,996	14,115,832	18,594,807	Product Fractionation Contract
2	Haemonetics Australia & NZ entities	4,249,728	4,673,020	3,240,414	3,029,270	Blood Bags & Apheresis Collection equipment plus kits
3	Novartis Vaccines and Diagnostics (HK) Ltd	3,123,936	3,407,410	3,659,871	3,150,892	Procleix Ultio Plus Blood Testing Equipment plus test kits
4	Abbott Laboratories NZ Limited	3,092,053	3,393,400	3,436,856	3,511,708	Prism & Architect Blood Testing Equipment plus test kits
5	Dalacom Systems Ltd - Akid	2,415,811	2,543,280	3,220,448	2,077,977	Outsourced IT Infrastructure provider
6	Pharmaco (NZ) Ltd	1,620,654	1,898,648	2,007,659	2,493,564	Blood bag provision
7	Johnson & Johnson Ortho-Clinical (Aust)	1,512,305	1,629,247	1,477,924	1,563,395	Blood Banks - pre transfusion testing equipment
8	Atlantis HealthCare Ltd.	1,096,752	1,119,786	1,058,737	865,738	Call centre supporting donor recruitment requirements
9	MacoPharma Australia Pty Ltd	1,085,685	571,575	314,566	182,267	Blood bag provision
Total spend of top 9 suppliers		34,233,356	36,585,362	32,532,307	35,469,618	

NZBS confirms that negotiated contracts exist for all of these major suppliers with the most recent tender conducted for the supply of blood bags – refer response 5c above.

19. How many temporary staff were contracted by the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

A summary of temporary staffing detail is set out below:

Name of Company	Purpose	Period	FY11	FY12	FY13	FY14
Consult Recruitment Limited	Accountant to cover the departure of a permanent staff member, Accounts Payable Clerk to cover extended leave of permanent staff member.	Accountant July 2010 to September 2011, Accounts Payable October 2012 month	54,736	26,267	4,931	-
Drake (NZ) Ltd	Administration staff for Donor Floors.	Various daily / weekly temporary staff	448	275		
Emergent & Co Limited	Assistant accountant to cover employee leaving.	June 2011 to August 2011	3,028	17,244		
HR Consulting Ltd	Waikato Donor Centre - Administration and Logistics Temporary staff	July 2010	5,453			
Randstad Pty Ltd	Auckland Donor Centre - temporary logistics staff	Januray 2011 to March 2011	14,956			
Salt recruitment Agency	Auckland Donor Centre - temporary administration staff & logistics staff	Various daily / weekly temporary staff	6,400	7,200	9,179	19,446
Annual Totals			85,020	50,986	14,110	19,446

20. What is the Ministry, Crown Entity, government department or government agency's policy on the use of consultants and contractors as opposed to regular employees? Has this policy changed in the last financial year, and if so, when was this policy implemented, and why?

An employee position is one where there is a clearly defined on-going role aligned with the core functions required to be undertaken by the New Zealand Blood Service on a daily or very regular basis.

Consultants and or service providers / contractors are engaged where; the requirement is of a specialist nature, generally non-regular in frequency or alternatively is for a fixed period of time (e.g. a project); provision of independent advice is being sought; and/or it would be unreasonable to expect existing employees to undertake the extra workload required in addition to their normal duties.

A project example was the upgrading of the national blood management system to a new supported version (eProgesa) that went successfully live in August 2012. This was a complex 2½ year project that saw specialist contractors engaged to assist with the significantly higher workload

*within the IT environment and also provide NZBS access to specialist skills pertinent to the project and its successful delivery – refer to Question 16 for that detail.*

*NZBS has always taken this approach and applies this philosophy on a case by case basis, noting that such an approach has proven to be successful based on past experiences.*

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21. How many consultants or contractors contracted in 2013/14 were previously employed permanently within the Department/Ministry/Entity and its associated agencies or subsidiaries two years prior? How many contractors hired in each of the previous three financial years had previously been permanent employees in the Ministry, department or agency in the two years prior?
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*There have been no instances where consultants or contractors contracted in 2013/14 (or earlier) were previously permanent NZBS employees.*

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22. Did the Ministry, Crown Entity, government department or government agency contract any consultants or agencies to provide communications, media or public relations advice or services in the 2013/14 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous three financial years?
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*With a Marketing team of just two people, New Zealand Blood Service contracts with two main suppliers of communications and media services.*

- 1) *Young & Shand – a digital advertising agency with whom NZBS has contracted with since 2012 following an RFP Process. They work on short term and long term advertising and communication projects targeted to help meet organisational goals.*

<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<i>Total spend (ex GST)</i>	<i>\$466,000*</i>	<i>\$157,000*</i>	<i>\$276,000 plus \$28,000 with Insight</i>	<i>\$146,000 plus \$2,600 with Insight</i>

*\*Spend with previous advertising agency – Insight NZ Ltd*

- 2) *Network Communications - a full service public relations agency with whom NZBS has contracted with since 2007. Their purpose - to provide public relations advice and services, including crisis management, publicity for World Blood Donor Day each year and includes pro rata work throughout the year.*

<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<i>Total spend</i>	<i>\$124,000*</i>	<i>\$106,000</i>	<i>\$90,000</i>	<i>\$100,000</i>

*\*Excludes \$1,500 from Context Consulting who were utilised for a one-off publicity campaign involving North Harbour Rugby*

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23. How many staff did the Department/Ministry/Entity and its associated agencies or subsidiaries to hire on a three-month or less contract, how many on a three to six month contract, and how many on a six to nine month contract in the last financial year? How does this compare to the number hired on each of these contracts in each of the previous three financial years?
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Length of Hire	2013/14	2012/13	2011/12	2010/11
3 months or less	1		2	2
3 to 6 months	5	3	2	
6 to 9 months	2	1	2	2

24. How many staff did the Department/Ministry/Entity and its associated agencies or subsidiaries to hire whose contracts included a 90-day probationary period in the last financial year; providing a breakdown by role?

*No staff have ever been hired with a 90-day probationary period in their contract.*

25. How many staff did the Department/Ministry/Entity and its associated agencies or subsidiaries to hire on zero-hours contracts in the last financial year? How does this compare to the number hired on each of these contracts in each of the previous three financial years?

*The data below relates to casual staff which NZBS assesses as being "contracted zero for hours".*

CASUAL STAFF	2011	2012	2013	2014
Staff employed on casual basis	29	24	22	14

*Staff Numbers based on head count.*

26. In the last financial year, did the Department/Ministry/Entity and its associated agencies or subsidiaries employ staff on a new contract if they were previously employed on a permanent or temporary basis?

*Based on employee request and NZBS approval, a small number of employees transferred employment status from permanent or temporary to casual, however they remain covered by the relevant Individual or Collective Agreement according to job role.*

27. Did the Department/Ministry/Entity and its associated agencies or subsidiaries employ contractors to provide policy advice or operational advice during 2013/14? If so, how much was spent, and how does this compare to the provision of policy advice or operational advice in each of the previous three financial years?

*See response to Question 16.*

28. How many permanent staff were employed within the Department/Ministry/Entity and its associated agencies or subsidiaries during the 2013/14 financial year? How does this compare to each of the previous three financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

*The analysis requested of permanent staff is provided below.*

Permanent Employees based on Head Count				
Staff By Role	30 June 2011	30 June 2012	30 June 2013	30 June 2014
Policy	-	-	-	-
Administration	55	69	61	60
Operational	466	488	487	465
<b>Total</b>	<b>521</b>	<b>557</b>	<b>548</b>	<b>525</b>
Staff By Classification	30 June 2011	30 June 2012	30 June 2013	30 June 2014
Full Time	321	343	343	350
Part Time	200	214	205	175
<b>Total</b>	<b>521</b>	<b>557</b>	<b>548</b>	<b>525</b>
Staff By Location	30 June 2011	30 June 2012	30 June 2013	30 June 2014
Auckland	193	217	209	209
Christchurch	101	103	108	102
Dunedin	25	28	29	30
Hamilton	80	84	81	79
Hawkes Bay	8	9	9	0
Nelson	9	9	9	0
Palmerston North	36	33	31	33
Tauranga	8	8	9	8
Wellington	61	66	63	64
<b>Total</b>	<b>521</b>	<b>557</b>	<b>548</b>	<b>525</b>

*Note: the above figures are based on permanent "head count" not full time equivalents (FTE). This analysis excludes casual and temporary contract engagements as these are not seen as being permanent. The steady reduction in 'head count' applied over the last 2 financial years is consistent with the focus on staffing levels along with all other aspects of the operation as a consequence of changing demand patterns and the need to maintain fiscal restraint in line with the health sector generally.*

29. Provide a breakdown by role (e.g. policy/administration/operational) and location of the Department/Ministry/Entity and its associated agencies or subsidiaries staff numbers in 2013/14 in comparison to each of the previous three financial years, by gender.

*The analysis below is based on 'head count', and on employees' positions who were working in the month of June each financial year and includes casual, temporary, full time and part time.*

**(a) Analysis by Role**

Employee 'Head Count' as at June				
By Role	2011	2012	2013	2014
Policy	-	-	-	-
Administration	61	75	63	60
Operational	502	512	508	478
<b>Total</b>	<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>

**(b) Analysis by Location**

Employees as at June				
Location	2011	2012	2013	2014
Auckland	211	230	218	213
Christchurch	112	111	113	106
Dunedin	28	30	30	31
Hamilton	83	86	83	80
Hawkes Bay	8	9	9	-
Nelson	9	10	9	-
Palmerston North	38	33	32	34
Tauranga	8	9	10	9
Wellington	66	69	67	65
<b>Grand Total</b>	<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>

**(c) Gender by Location**

Gender analysed by Location												
Location	as at June 2011			as at June 2012			as at June 2013			as at June 2014		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Auckland	137	74	211	149	81	230	146	72	218	141	72	213
Christchurch	97	15	112	97	14	111	98	15	113	92	14	106
Dunedin	26	2	28	28	2	30	28	2	30	29	2	31
Hamilton	70	13	83	72	14	86	69	14	83	64	16	80
Hawkes Bay	7	1	8	8	1	9	8	1	9			
Nelson	9		9	9	1	10	8	1	9			
Palmerston North	32	6	38	26	7	33	26	6	32	26	8	34
Tauranga	8		8	9		9	10		10	9		9
Wellington	50	16	66	55	14	69	53	14	67	50	15	65
Grand Total	436	127	563	453	134	587	446	125	571	411	127	538
% Split	77.44%	22.56%	100.00%	77.17%	22.83%	100.00%	78.11%	21.89%	100.00%	76.39%	23.61%	100.00%

30. How many of the total staff employed by the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14 are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past three financial years?

*NZBS defines 'frontline staff' as those staff that have a role directly related to the provision of NZBS products and services including maintenance of GMP compliance as well as the quality systems.*

*The 'frontline' definition excludes the Executive, National and Area Manager Roles and staff employed in functions such as Marketing, Finance, Human Resources, Payroll and Information Services.*

*The analysis below reflects employees working in the month of June each financial year and includes casual, temporary, full time and part time.*

Frontline Staff	Employees at 30 June 2011	Employees at 30 June 2012	Employees at 30 June 2013	Employees at 30 June 2014
Back Office	54	69	58	56
Frontline	509	518	513	482
<b>Total</b>	<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>
<b>Frontline Staff %</b>	<b>90.41%</b>	<b>88.25%</b>	<b>89.84%</b>	<b>89.59%</b>

31. How many staff are currently employed in policy positions? How does this compare with each of the last three financial years? Please breakdown these positions by policy group?

*NZBS does not employ any staff in policy positions. Working in a highly regulated environment NZBS activities are largely governed by Standard Operating Procedures (SOPs) therefore procedure and policy development is carried out by a range of staff (from CEO to Team Leader) in addition to other duties.*

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32. How many unfilled policy positions were there within the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14? How does this compare with each of the last three financial years? How do these positions breakdown by policy area? How is the Department/Ministry and its associated agencies continuing to carry out policy work in the absence of staff in these positions?

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*As noted on response to Question 31 NZBS does not employ staff in policy positions – therefore question 32 is not applicable to NZBS.*

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33. Did the Department/Ministry/Entity and its associated agencies or subsidiaries conduct any work around mergers of departments, ministries or other government funded agencies in the 2013/14 year? If so, for each such project, what departments, ministries or other government fund agencies are being considered for mergers?

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*NZBS did not conduct any work around mergers in 2013/14.*

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34. Did the Department/Ministry/Entity and its associated agencies or subsidiaries undertake any re-branding in the 2013/14 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? Was any rebranding done in the previous three financial years? If so, how much was spent on it, broken down by year?

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*NZBS did not undertake any rebranding in the last four years.*

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35. How many staff in total are currently seconded to Ministerial offices and are these staff members' salaries paid by the Department/Ministry/Entity or by Ministerial Services? How does this number compare with the number of staff seconded to ministerial offices in each of the last three financial years?

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*No NZBS staff have ever been seconded to Ministerial offices.*

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36. How many staff working in Ministerial Offices were paid by for the Department/Ministry/Entity in the 2013/14 year? How did that compare with each of the previous three financial years?

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*Question 36 is not applicable to NZBS*

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37. In 2013/14, did the Ministry, Crown Entity, government department or agency have an internal group of staff whose primary role was to support the minister or his office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group and where were they located? How do the numbers of staff and their locations compare to each of the previous three financial years?

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*NZBS has never had any staff supporting any Minister (or their office) for any activities.*

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38. What were the direct costs of servicing Ministerial offices budgeted in 2013/14? And how does this compare with each of the last three financial years?

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*Question 38 is not applicable to NZBS*

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39. Provide a breakdown by role (e.g. policy/administration/operational) and location of the Department/Ministry/Entity and its associated agencies or subsidiaries staff numbers for the 2013/14 financial year compared to each of the previous three financial years, by age and gender.

*The analysis below is based on 'head count' and is based on employees' positions who were working in the month of June each financial year and includes casual, temporary, full time and part time.*

**(a) Role by Age Bracket**

Employees as at 30 June					
Role	Age Bracket	2011	2012	2013	2014
<b>Policy</b>		-	-	-	-
<b>Administration</b>	18-19	2	1	0	0
	20-29	3	4	3	2
	30-39	12	18	10	11
	40-49	17	19	15	14
	50-59	24	27	25	20
	60-69	3	6	10	13
Administration Total		61	75	63	60
<b>Operational</b>	18-19	1	4	0	0
	20-29	65	66	58	61
	30-39	110	99	107	100
	40-49	137	126	128	107
	50-59	140	168	161	151
	60-69	49	49	53	56
	70-79	0	0	1	3
Operational Total		502	512	508	478
<b>Total</b>		<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>



**(b) Age Profile by Location**

Employees as at 30 June						Employees as at 30 June					
Location	Age bracket	2011	2012	2013	2014	Location	Age bracket	2011	2012	2013	2014
Auckland	18-19	1	0			Palmerston North					
	20-29	28	30	27	21		20-29	3	5	3	5
	30-39	44	52	45	50		30-39	11	7	6	5
	40-49	62	55	54	49		40-49	11	7	8	6
	50-59	52	66	59	59		50-59	11	13	14	16
	60-69	24	27	32	32		60-69	2	1	1	1
	70-79			1	2		70-79				1
<b>Auckland Total</b>		<b>211</b>	<b>230</b>	<b>218</b>	<b>213</b>	<b>Palmerston North Total</b>		<b>38</b>	<b>33</b>	<b>32</b>	<b>34</b>
Christchurch	18-19	2	2			Wellington	18-19		3		
	20-29	11	9	9	12		20-29	13	11	12	11
	30-39	23	17	21	19		30-39	13	14	16	16
	40-49	36	35	36	32		40-49	13	13	12	10
	50-59	35	43	43	36		50-59	18	18	17	14
	60-69	5	5	4	7		60-69	9	10	10	14
<b>Christchurch Total</b>		<b>112</b>	<b>111</b>	<b>113</b>	<b>106</b>	<b>Wellington Total</b>		<b>66</b>	<b>69</b>	<b>67</b>	<b>65</b>
Dunedin	20-29	2	3	2	2	Tauranga	20-29				1
	30-39	6	6	7	7		30-39	2	2	3	3
	40-49	3	4	4	5		40-49	1	2	1	
	50-59	13	13	13	12		50-59	4	4	5	4
	60-69	4	4	4	5		60-69	1	1	1	1
<b>Dunedin Total</b>		<b>28</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>Tauranga Total</b>		<b>8</b>	<b>9</b>	<b>10</b>	<b>9</b>
Hamilton	20-29	11	12	8	11	Nelson					
	30-39	20	17	17	11		30-39	2	1	1	
	40-49	22	21	21	19		40-49	4	6	5	
	50-59	24	30	29	30		50-59	3	3	3	
	60-69	6	6	8	9						
<b>Hamilton Total</b>		<b>83</b>	<b>86</b>	<b>83</b>	<b>80</b>	<b>Nelson Total</b>		<b>9</b>	<b>10</b>	<b>9</b>	<b>0</b>
Hawkes Bay	30-39	1	1	1							
	40-49	2	2	2							
	50-59	4	5	3							
	60-69	1	1	3							
<b>Hawkes Bay Total</b>		<b>8</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>NZBS Total</b>		<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>

**(c) Gender Mix by Location**

Gender analysed by Location												
Location	as at June 2011			as at June 2012			as at June 2013			as at June 2014		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Auckland	137	74	211	149	81	230	146	72	218	141	72	213
Christchurch	97	15	112	97	14	111	98	15	113	92	14	106
Dunedin	26	2	28	28	2	30	28	2	30	29	2	31
Hamilton	70	13	83	72	14	86	69	14	83	64	16	80
Hawkes Bay	7	1	8	8	1	9	8	1	9			
Nelson	9		9	9	1	10	8	1	9			
Palmerston North	32	6	38	26	7	33	26	6	32	26	8	34
Tauranga	8		8	9		9	10		10	9		9
Wellington	50	16	66	55	14	69	53	14	67	50	15	65
<b>Grand Total</b>	<b>436</b>	<b>127</b>	<b>563</b>	<b>453</b>	<b>134</b>	<b>587</b>	<b>446</b>	<b>125</b>	<b>571</b>	<b>411</b>	<b>127</b>	<b>538</b>
% Split	77.44%	22.56%	100.00%	77.17%	22.83%	100.00%	78.11%	21.89%	100.00%	76.39%	23.61%	100.00%

40. What was the staff turnover for 2013/14 and what was the staff turnover for each of the last three financial years by category? Please provide this information both as a percentage and in numerical terms as well as by age and gender. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2013/14?

*Turnover for NZBS for 2013/14 was slightly higher than prior years at 11.35%, however this is related to a redundancies as noted in question 43. This level of turnover is not a cause for concern. NZBS does not retain this information by age and gender historically, extracting this data in that format would involve complexity and with such small numbers the information would be less meaningful.*

*Staff turnover data is calculated based on FTE, and excludes fixed term / temporary staff and casuals. Data includes figures for voluntary resignations and involuntary terminations (such as dismissal, death or redundancy).*

2013/14				
Terminations				
Category	FTE	Heads	Budgeted FTE	%
Donor Services	36.97	56	187.03	
Technical Services	17.03	20	214.68	
National Support (incl clinical)	4.35	5	112.27	
<b>Total</b>	<b>58.35</b>	<b>81</b>	<b>513.98</b>	<b>11.35%</b>

2012/13				
Terminations				
Category	FTE	Heads	Budgeted FTE	%
Donor Services	26.9	35	187.28	
Technical Services	13.65	17	216.4	
National Support (incl clinical)	10.3	11	104.25	
<b>Total</b>	<b>50.85</b>	<b>63</b>	<b>507.93</b>	<b>10.00%</b>

2011/12				
Terminations				
Category	FTE	Heads	Budgeted FTE	%
Donor Services	21.29	34	184.55	
Technical Services	12.8	14	215.91	
National Support (incl clinical)	5.1	7	90.85	
<b>Total</b>	<b>39.19</b>	<b>55</b>	<b>491.31</b>	<b>7.98%</b>

2010/11				
Terminations				
Category	FTE	Heads	Budgeted FTE	%
Donor Services	22.36	34	176.94	
Technical Services	20.55	23	206.4	
National Support (incl clinical)	7	7	84.08	
<b>Total</b>	<b>49.91</b>	<b>64</b>	<b>467.42</b>	<b>10.68%</b>

- 
41. What was the average length of service in the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year and what was the average length of service in each of the previous three financial years? Please also provide this information by age and gender.
- 

*Average Length of Service:*

	<b>Employees at 30 June 2011</b>	<b>Employees at 30 June 2012</b>	<b>Employees at 30 June 2013</b>	<b>Employees at 30 June 2014</b>
<b>Average Length Of Service (years)</b>	6.9	7.4	7.9	8.5

*Average Length of Service By Age:*

<b>Average Length Of Service By Age (years)</b>	<b>Employees at 30 June 2011</b>	<b>Employees at 30 June 2012</b>	<b>Employees at 30 June 2013</b>	<b>Employees at 30 June 2014</b>
18-19	0.63	0.79	-	-
20-29	2.13	2.31	2.32	2.58
30-39	4.29	4.87	5.05	5.32
40-49	6.46	6.32	7.19	7.64
50-59	9.34	9.87	10.00	10.91
60-69	13.14	13.90	13.68	14.50
70-79	-	-	10.81	13.14

*Average Length of Service By Gender:*

<b>Average Length Of Service By Gender (years)</b>	<b>Employees at 30 June 2011</b>	<b>Employees at 30 June 2012</b>	<b>Employees at 30 June 2013</b>	<b>Employees at 30 June 2014</b>
Female	6.8	7.4	7.8	8.6
Male	7.1	7.5	8.0	8.3

- 
42. How many staff have resigned since 1 July 2013, what were the reasons for the resignations, and what are the possible implications for the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14? Please also provide this information by age and gender.
- 

*During 2013/14 there were 71 females who left the organisation ranging in age from 22-65 years; and 10 males who left ranging in age from 27-69 years. This does not include casuals or fixed term (end of contract). There were no implications arising from these staff departures.*

<b>FEMALE</b>	<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60-69</b>	<b>TOTALS</b>
<b>Departures by Age Group</b>						
Normal Retirement					1	1
Personal Reasons	2	4	6	6	1	19
Other Employment		7	4	7		18
Redundancy		1	6	6	2	15
Ill Health			1			1
Unknown or Not stated	3	7	3	2	1	16
Deceased						
Dismissed			1			1
<b>TOTALS</b>	<b>5</b>	<b>19</b>	<b>21</b>	<b>21</b>	<b>5</b>	<b>71</b>
<b>MALE</b>	<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60-69</b>	<b>TOTALS</b>
<b>Departures by Age Group</b>						
Normal Retirement					1	1
Personal Reasons	1	1			1	3
Other Employment			1	3		4
Redundancy			2			2
Ill Health						
Unknown or Not stated						
Deceased						
Dismissed						
<b>TOTALS</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>10</b>

NB: 'Personal Reasons' include moving location, study, travel, family, not returning from parental leave.

43. Have any staff made redundant in the previous five financial years been re-employed as contractors or consultants and continue to be employed in the current 2013/14 financial year; if so, was this negotiated as part of the redundancy, severance or other termination packages? Please also provide this information by age and gender.

*No employees made redundant were subsequently reemployed as consultants or contractors.*

44. How much was spent in the 2013/14 financial year on redundancy payments, severance or other termination packages for the Department/Ministry/Entity and its associated agencies or subsidiaries and how does that compare to the amount budgeted and that spent in each of the previous three financial years? Please also provide this information by age and gender.

*NZBS did not budget for redundancy payment or other termination packages in the 2013/14 year or prior three financial years. Spend on redundancy and other termination payments was as follows:*

<b>Reason</b>	<b>2013/14</b>		<b>2012/13</b>		<b>2011/12</b>		<b>2010/11</b>	
	<b># of Staff</b>	<b>\$</b>	<b># of Staff</b>	<b>\$</b>	<b># of Staff</b>	<b>\$</b>	<b># of Staff</b>	<b>\$</b>
Redundancy	17	\$256,527	Nil	0	4	5,251	Nil	0
Other terminations	2	\$5,000	Nil	0	Nil	0	Nil	0
<b>TOTAL</b>	<b>19</b>	<b>\$261,527</b>	<b>Nil</b>	<b>Nil</b>	<b>4</b>	<b>\$5,251</b>	<b>Nil</b>	<b>Nil</b>

*Details of this information by age and gender, is provided in question 45 below.*

45. How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2013/14 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous three financial years? Please also provide this information by age and gender.

*Total sum of redundancies and other special termination payment (excluding normal retirement), in \$10,000 bands, over the last four years, by gender.:*

Redundancy Payments				
Female	2013/14	2012/13	2011/12	2010/11
Less Than 1k	-		513	
1K - 10K	32,328		4,738	
10K - <20K	70,400			
20K - <30K	73,280			
30K - <40K	-			
40K - <50K	-			
50K - <60K	52,849			
<b>Total Female</b>	<b>228,857</b>	<b>-</b>	<b>5,251</b>	<b>-</b>
Male				
Less Than 1k				
1K - 10K	4,568			
10K - <20K				
20K - <30K	28,102			
30K - <40K				
40K - <50K				
50K - <60K				
<b>Total Male</b>	<b>32,670</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>261,527</b>	<b>-</b>	<b>5,251</b>	<b>-</b>

*Total sum of redundancies and other special termination payment (excluding normal retirement) in \$10,000 bands, for 2013/14 is set out below:*

Redundancy Payments by Age Category					
2013/14	20-29yrs	30-39yrs	40-49yrs	50-59yrs	60-69yrs
Less Than 1k					
1K - 10K		5,525	15,933	2,331	13,107
10K - <20K		17,076	23,770	29,554	
20K - <30K			57,902	43,480	
30K - <40K					
40K - <50K					
50K - <60K				52,849	
<b>Total</b>		<b>22,601</b>	<b>97,605</b>	<b>128,214</b>	<b>13,107</b>

*Total sum of redundancies and other special termination payment (excluding normal retirement) in \$10,000 bands, for 2011/12 is set out below:*

Redundancy Payments by Age Category					
2011/12	20-29yrs	30-39yrs	40-49yrs	50-59yrs	60-69yrs
Less Than 1k		513			
1K - 10K		1,658	3,080		
10K - <20K					
20K - <30K					
30K - <40K					
40K - <50K					
50K - <60K					
<b>Total</b>		<b>2,172</b>	<b>3,080</b>		

46. How many people received redundancy payments, severance or other termination packages in the 2013/14 financial year, and how does that compare to each of the previous three financial years? Please also provide this information by age and gender.

*See responses to question 44 and 45.*

47. How much was spent on performance bonuses, payments or additional leave in 2013/14? How many staff were given any form of bonus or incentive payment or leave in the last financial year and for each, why was the benefit given, what were the specific incentive payments or leave received, and what was the cost? What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why? What was the range of performance bonuses or payments given to staff in the previous three financial years (in \$1,000 bands), and what is estimated will be given in 2014/15 (in \$1,000 bands)? Please also provide this information by age and gender.

*Part of the CEO salary package, set by SSC and based on criteria determined by the NZBS Board, contains an annual 'at risk' performance payment. The criteria for awarding of the CEO's performance payment relates to achieving specific objectives related to the NZBS annual and strategic plans and the delivery of agreed measures within those plans.*

*Other than the CEO position the NZBS remuneration system does not generally provide for performance payments for staff. The standing exception is for successful delivery of major organisation wide projects.*

*Below is a summary of all performance payments for 2013/14 and the prior 3 years.*

Performance Payments		2013/14		2012/13		2011/12		2010/11	
Reason	age bracket	Female	Male	Female	Male	Female	Male	Female	Male
CEO annual perf bonus	50-59	26,312		43,522		37,791		37,113	
Eprogesa Project Delivery	40-49						7,386		
Eprogesa Project Delivery	50-59					3,030			
Eprogesa Project Delivery	40-49					4,891			
Eprogesa Project Delivery	30-39					3,950			
Eprogesa Project Delivery	30-39					3,250			
Eprogesa Project Delivery	30-39					1,785			
<b>Total</b>		<b>26,312</b>		<b>43,522</b>		<b>54,697</b>	<b>7,386</b>	<b>37,113</b>	

*For 2014/15 performance payments in addition to the CEO 'at risk' component one payment has occurred in the 10-19K band, male, 60-69 age bracket that related to a performance criteria associated with the completion of a major and complex project delivered on time and under budget.*

48. In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous three financial years? Please also provide this information by age and gender.

*The analysis is based on 'head count', based on employees' positions who were working in the month of June each financial year and includes casual, temporary, full time and part time.*

**(a) Salary Bands – All Employees**

<b>Employees as at 30 June</b>				
<b>Salary Band (\$000)</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
0 -49	220	207	174	163
50 -59	105	87	89	82
60-69	137	176	189	178
70-79	49	58	53	48
80-89	17	20	29	30
90-99	6	9	5	5
100-109	5	3	7	6
110-119	5	6	6	5
120-129	3	4	2	3
130-139	2	-	2	2
140-149	4	3	3	2
150-159	1	4	1	3
160-169	1	1	2	2
170-179	2	1	1	1
180-189	2	3	2	2
190-199	1	1	3	-
200-209	1	1	-	3
210-219	-	1	-	-
220-229	-	-	1	1
230-239	-	-	-	-
240-249	-	-	-	-
250-259	-	-	-	-
260-269	1	1	1	-
270-279	1	-	-	-
280-289	-	1	-	1
290-299	-	-	1	1
<b>Totals</b>	<b>563</b>	<b>587</b>	<b>571</b>	<b>538</b>

**(b) Salary Band by Gender**

Gender Data	Financial Years ended 30 June											
	2011			2012			2013			2014		
Salary Band (\$000)	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
0-49	171	49	220	160	47	207	131	43	174	122	41	163
50-59	84	21	105	65	22	87	72	17	89	66	16	82
60-69	115	22	137	154	22	176	166	23	189	152	26	178
70-79	36	13	49	40	18	58	36	17	53	30	18	48
80-89	14	3	17	16	4	20	22	7	29	23	7	30
90-99	3	3	6	6	3	9	5	-	5	5	-	5
100-109	3	2	5	2	1	3	4	3	7	3	3	6
110-119	3	2	5	3	3	6	3	3	6	3	2	5
120-129	1	2	3	2	2	4	-	2	2	-	3	3
130-139	1	1	2	-	-	-	2	-	2	2	-	2
140-149	2	2	4	1	2	3	1	2	3	-	2	2
150-159	1	-	1	2	2	4	1	-	1	2	1	3
160-169	-	1	1	1	-	1	-	2	2	-	2	2
170-179	-	2	2	-	1	1	1	-	1	1	-	1
180-189	-	2	2	-	3	3	1	1	2	1	1	2
190-199	1	-	1	-	1	1	-	3	3	-	-	-
200-209	-	1	1	-	1	1	-	-	-	-	3	3
210-219	-	-	-	-	1	1	-	-	-	-	-	-
220-229	-	-	-	-	-	-	-	1	1	-	1	1
230-239												
240-249												
250-259												
260-269	1	-	1	1	-	1	1	-	1	-	-	-
270-279	-	1	1	-	-	-	-	-	-	-	-	-
280-289	-	-	-	-	1	1	-	-	-	1	-	1
290-299	-	-	-	-	-	-	-	1	1	-	1	1
<b>Totals</b>	<b>436</b>	<b>127</b>	<b>563</b>	<b>453</b>	<b>134</b>	<b>587</b>	<b>446</b>	<b>125</b>	<b>571</b>	<b>411</b>	<b>127</b>	<b>538</b>
<b>% Gender Sp</b>	<b>77.44%</b>	<b>22.56%</b>	<b>100.00%</b>	<b>77.17%</b>	<b>22.83%</b>	<b>100.00%</b>	<b>78.11%</b>	<b>21.89%</b>	<b>100.00%</b>	<b>76.39%</b>	<b>23.61%</b>	<b>100.00%</b>



**(c) Salary Band by Age**

Salary Bands by Age for the Financial Years ended 30 June											
Salary Band (\$000)	Age bracket	FY11	FY12	FY13	FY14	Salary Band (\$000)	Age bracket	FY11	FY12	FY13	FY14
0-49	18-19	3	5			120-129	40-49	1	2	1	
	20-29	45	37	22	27		50-59	2	2	1	3
	30-39	39	30	26	25	120-129 Total		3	4	2	3
	40-49	49	41	43	34	130-139	40-49	1		1	1
	50-59	59	70	58	51		50-59	1		1	1
	60-69	25	24	25	26	130-139 Total		2		2	2
0-49 Total		220	207	174	163	140-149	40-49	3	1	1	1
50-59	20-29	17	22	28	22		50-59	1	2	2	
	30-39	31	25	21	18		60-69				1
	40-49	28	19	11	13	140-149 Total		4	3	3	2
	50-59	22	18	20	19	150-159	30-39				1
	60-69	7	3	9	9		40-49		3	1	1
	70-79				1		50-59	1	1		1
50-59 Total		105	87	89	82	150-159 Total		1	4	1	3
60-69	20-29	5	10	8	12	160-169	40-49			1	1
	30-39	33	44	51	50		50-59	1	1	1	1
	40-49	43	44	53	43	160-169 Total		1	1	2	2
	50-59	44	61	59	55	170-179	40-49	1			
	60-69	12	17	17	16		50-59	1		1	1
	70-79			1	2		60-69		1		
60-69 Total		137	176	189	178	170-179 Total		2	1	1	1
70-79	20-29	1	1	3	2	180-189	40-49		1		
	30-39	14	16	13	10		50-59	2	2	1	1
	40-49	17	21	15	12		60-69			1	1
	50-59	13	16	19	18	180-189 Total		2	3	2	2
	60-69	4	4	3	6	190-199	40-49			1	
							50-59		1	2	
70-79 Total		49	58	53	48		60-69	1			
80-89	30-39	3	1	5	5	190-199 Total		1	1	3	
	40-49	3	5	9	9	200-209	40-49				1
	50-59	8	9	9	9		50-59	1			2
	60-69	3	5	6	7		60-69		1		
80-89 Total		17	20	29	30	200-209 Total		1	1		3
90-99	30-39	2	1			210-219	50-59		1		
	40-49	4	6	1	1	210-219 Total			1		
	50-59		2	4	4	220-229	60-69			1	1
90-99 Total		6	9	5	5	220-229 Total					
100-109	30-39				2	260-269	50-59	1	1	1	
	40-49	2	2	5	2	260-269 Total		1	1	1	
	50-59	3	1	1	1	270-279	50-59	1			
	60-69			1	1	270-279 Total		1			
100-109 Total		5	3	7	6	280-289	50-59		1		1
110-119	30-39			1		280-289 Total			1		1
	40-49	2			2	290-299	50-59			1	1
	50-59	3	6	5	2	290-299 Total				1	1
	60-69				1	Grand Total		563	587	571	538
110-119 Total		5	6	6	5						

- 
49. How are collective employment agreement bargaining negotiations proceeding at the Department/Ministry/Entity and its associated agencies or subsidiaries respectively; Please also provide this information by age and gender.
- 

*NZBS has three single Employer Collective Agreements with the following unions: PSA, NZNO, and ASMS. NZBS is also party to the NZMLWU and DHBs Multi Employer Collective for Laboratory Workers. These Agreements have been settled without industrial disruption and are current. The terms for each of these Collectives is noted below in Question 50.*

*Bargaining strategies are submitted to the Ministry of Health (National Health Board, Employment Relations) for consultation to ensure consistency with the Government Expectations for Pay and Employments Conditions in the State Sector and reference to the DHB bargaining parameters.*

*Collective employment bargaining negotiations and agreements are not differentiated for by age and gender, therefore provision of this information by 'age and gender' is unable to be provided.*

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50. Provide a summary of any collective employment agreement negotiations completed in the 2013/14 financial year, and an outline and timeline of negotiations to be conducted in 2013/14? Please also provide this information by age and gender.
- 

*NZBS was party to the following bargaining in 2013/14:*

Agreement	Type	Agreement Term
Association of Salaried Medical Specialists Senior Medical Officers Collective Employment Agreement	Single Employer Collective	1 July 2013 to 30 June 2016
Public Service Association Laboratory & Related Services Collective Employment Agreement	Single Employer Collective	1 October 2013 to 30 November 2015

*NZBS was party to the following bargaining in 2014/15:*

Agreement	Type	Agreement Term
NZ Nurses Organisation Nurses Collective Employment Agreement	Single Employer Collective	1 July 2014 to 31 August 2015
NZ Medical Laboratory Workers and DHBS / NZBS Multi Employer Collective Agreement	Multi-Employer Collective	8 August 2014 to 20 August 2016

*As noted above, differentiation by age and gender is not available.*

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51. Were wage negotiations fiscally neutral in 2013/14; if so, how was this managed (i.e. were any output areas affected)? What are the expectations for the coming financial year in this regard?
- 

*Wage settlements, which are always settled in consultation with Ministry of Health officials, have been managed within baseline CPI budget settings each year. Outputs were not affected.*

*Wage settlements for the coming financial year have once again been signalled by the Ministry of Health to be modest and have been budgeted accordingly. These low level settlements are*

*impacting morale as staff hear ongoing media reports about New Zealand's improved financial performance and deal with price increases at a higher percentage level than their salary movement.*

52. How many staff are on collective and individual employment agreements respectively? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous three financial years?

*The number of NZBS staff on collective and individual employment agreements over the last four years is as follows:*

Heading	Employees as at 30 June			
	2011	2012	2013	2014
Individual Agreement	174	195	183	187
Collective Agreement	389	392	388	351
<b>Total</b>	563	587	571	538

53. How many Official Information requests did the Department/Ministry/Entity and its associated agencies or subsidiaries receive and how many did it respond to in 2013/2014, how many does it expect to receive in 2014/15 and how many were received and responded to in each of the previous three financial years? How many complaints to the Ombudsman were made in respect of the handling of Official Information Requests, each year, for the previous three financial years?

<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<i>OIA Requests received</i>	3	1	4	5
<i>OIA Requests responded to</i>	3	1	3*	5

*\*There was one further request; however no response was received to the written request for clarification about the information required; therefore the request has not been counted.*

- NZBS has received 2 OIA requests in the first 6 months of 2014/15. Based on the number of requests received over the previous three financial years, we expect to receive 3-5 for the full financial year.*
- No complaints were made to the Ombudsman in respect of handling OIA requests for any of the previous four financial years.*

54. How many Official Information requests did the Department/Ministry/Entity and its associated agencies or subsidiaries transfer to the Ministers office in 2013/14?

*No NZBS OIA requests were transferred to the Ministers office in 2013/14.*

55. How many Official Information requests did the Department/Ministry/Entity and its associated agencies or subsidiaries have transferred from the Ministers office in 2013/14?

*No NZBS OIA requests were transferred from the Ministers office in 2013/14.*

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56. How many Official Information requests did the Department/Ministry/Entity and its associated agencies or subsidiaries required clearance from the Ministers office prior to release? What policies does the Ministry, Crown Entity, government department or agency have in place for Official Information requests to be cleared by Ministers office?

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*No NZBS OIA requests required clearance from the Minister's office prior to release. NZBS does not have a formal policy in place to manage OIA requests, they are managed by the Chief Executive. However all requests are forwarded to the Ministry of Health for their information (as per answer to question 67) therefore the expectation would be that the Ministry would advise NZBS if there was a requirement for a specific response to be cleared by the Ministers office prior to release.*

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57. What was the average response time for all Official Information requests in 2013/14 and what was the estimated response time? How does this compare to each of the previous three financial years?

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<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Average Response Time (working days)	7.5	19	3.5	25.5*

*\*Two of the 5 requests last year took more than 20 days to respond. The first required significant time to investigate and provide all the required information. The requester was kept informed about progress and all information requested was provided 58 working days after receipt of the original request. See response for question 60 for information about the second.*

*NZBS aims to respond to all OIA requests within 20 working days.*

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58. What was the average response time for Official Information requests from Members of Parliament and Political research units in 2013/14 and what was the actual response time? How does this compare to each of the previous three financial years? Does the Department/Ministry/Entity and its associated agencies or subsidiaries have specific policies in place for dealing with Official Information requests from Members of Parliament and Political research units?

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*NZBS did not receive any OIA requests from Members of Parliament or Political research units in 2014/15, nor in the previous three financial years. NZBS does not have a formal policy in place to manage OIA requests. Response times would be the same as for any other OIA request – 20 working days.*

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59. What was expected time for Official Information requests to the Department/Ministry/Entity and its associated agencies or subsidiaries from Members of Parliament and Political research units to be cleared by the Minister office in 2013/14 and what was the actual response time from their office? How does this compare to each of the previous three financial years? What policies does the Department/Ministry/Entity and its associated agencies or subsidiaries have in place for Official Information Requests from Members of Parliament and Political research units to be cleared by Ministers office?

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*See response to question 58.*

- 
60. What was the average response time for Official Information requests from journalists and media organisations in 2013/14 and what was the estimated response time? How does this compare to each of the previous three financial years? Does the Department/Ministry/Entity and its associated agencies or subsidiaries have specific policies in place for dealing with Official Information requests from journalists and media organisations?
- 

Financial Year	2010/11	2011/12	2012/13	2013/14
Average Response Time (working days)	5.5	19	5	23*

*\*The one journalist request this year required clarification about exactly what information was required as it was a very broad initial request. This resulted in a much more detailed revised request which took some time to extract and collate the information in the format that the journalist required. The journalist was kept advised of progress and all information requested was provided 23 days after receipt of the original request.*

*NZBS does not have a formal policy in place to manage OIA requests. Response times to journalists and media organisations is the same as for any other OIA request – 20 working days.*

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61. What was expected time for Official Information requests to the Department/Ministry/Entity and its associated agencies or subsidiaries from journalists and media organisations to be cleared to the Minister office in 2013/14 and what was the estimated response time from their office? How does this compare to each of the previous three financial years? What policies does the Department/Ministry/Entity and its associated agencies or subsidiaries have in place for Official Information Requests from journalists and media organisations units to be cleared by Ministers office?
- 

*See response to question 56*

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62. What was the average response time for Official Information requests from persons known to be bloggers in 2013/14 and what was the estimated response time? How does this compare to each of the previous three financial years? Does the Department/Ministry/Entity and its associated agencies or subsidiaries have specific policies in place for dealing with Official Information requests from bloggers?
- 

*No OIA requests were received from bloggers in the last four years. Response times to bloggers would be the same as for any other OIA request – 20 working days.*

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63. What was the average response time for Official Information requests from public relations organisations and/or persons known to be employed as public relations consultants in 2013/14 and what was the estimated response time? How does this compare to each of the previous three financial years? Does the Department/Ministry/Entity and its associated agencies or subsidiaries have specific policies in place for dealing with Official Information requests from bloggers?
- 

*No OIA requests were received from public relations consultants in the last four years. Response times to public relations consultants would be the same as for any other OIA request – 20 working days.*

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64. What was expected time for Official Information requests to the Department/Ministry/Entity and its associated agencies or subsidiaries from persons known to be bloggers to be cleared to the Minister's office in 2013/14 and what was the estimated response time from their office? How does this compare to each of the previous three financial years? What policies does the Ministry, Crown Entity, government department or agency have in place for Official Information Requests from bloggers to be cleared by Ministers office?

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*See response to question 56*

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65. How many Official Information Act requests were handled by the Department/Ministry/Entity and its associated agencies or subsidiaries either for themselves or on behalf of the Minister which were received from Cameron Slater or David Farrar as individuals or WhaleOil or Kiwiblog as organisations? For each please provide the request, the date received, the date responded, and details of any transfers, charges, extensions, or complaints resulting from those requests.

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*No OIA requests were received from Cameron Slater or David Farrar as individuals or WhaleOil or Kiwiblog as organisations.*

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66. What was the average response time for Official Information requests from members of the public in 2013/14 and what was the estimated response time? How does this compare to each of the previous three financial years?

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<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Average Response Time (working days)	N/A	N/A	6	N/A

*Response times to the public would be the same as for any other OIA request – 20 working days.*

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67. What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the Department/Ministry/Entity and its associated agencies or subsidiaries receive during 2013/14?

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*NZBS has received no instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests. NZBS advises the Ministry of Health whenever we receive an OIA request as occasionally these are sent to all health agencies and the Ministry of Health may choose to coordinate a sector response. If any requests are considered by management to be politically sensitive, the Minister's office would be advised directly as part of the organisations "no surprises" obligations.*

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68. How many complaints have been received by the Department/Ministry/Entity and its associated agencies or subsidiaries and how many investigations into complaints (i.e. through Ombudsmen, Privacy Commissioner etc.) were undertaken in the 2013/14 financial year? How many complaints were received and investigations undertaken in each of the previous three financial years? How many complaints resulted in the release of further information?

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<b>Financial Year</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/04</b>
Total number of complaints			14 ^	40
Number of complaints to Ombudsman	0	0	0	0
Number of complaints to Privacy Commissioner	1 #	0	0	0
Number of complaints to HDC	0	0	0	0
Number of complaints to Human Rights Commission	1 *	2 *	0	0

<sup>^</sup> The database for recording complaints changed in 2013, making retrieval of earlier year's data difficult.

<sup>#</sup> The one complaint to the Privacy Commissioner was from a potential donor who wanted to know the nature of "hearsay information" provided to NZBS. NZBS does have a Hearsay Policy and this particular event was managed in accordance with that policy. The request to NZBS was initially refused on the grounds that it could compromise the way the donor answered the donor health questionnaire. However after discussion with the Privacy Commissioner's Office, the information was provided and the potential donor was permanently deferred.

<sup>\*</sup> The three complaints to the HRC were complaints of sexual orientation discrimination from donors related to NZBS's behavioural donor deferral criteria. In each case the complaint was settled and withdrawn through the HRC Mediation process.

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69. What is the average annual leave entitlement for staff employed by the Department/Ministry/Entity and its associated agencies or subsidiaries, does this include or exclude any departmental/ministry/entity holidays; if so, how many? How does this compare with each of the previous three financial years?

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The annual leave accrual entitlement per permanent staff head count as at 30 June each financial year is detailed below;

	<b>Employees at 30 June each Financial Year</b>			
<b>Annual Leave (weeks)</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Total Permanent Staff Head Count	521	557	548	525
Average annual leave entitlement in weeks	4.51	4.64	4.66	4.71

NZBS does not offer additional "departmental/ministry/entity holidays"

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70. What specific instructions, directions or advice have been received in relation to employment agreement matters from the State Services Commission or responsible Minister in 2013/14 financial year?

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The State Services Commission provides advice to the Board Chairman in relation to the CEO's remuneration.

The Ministry of Health, on behalf of the Minister provides guidance and final approval of all remuneration negotiation strategies (and before final settlement) for staff on both Collective and Individual Employment Agreements.



71. What assets were sold by the Department/Ministry/Entity and its associated agencies or subsidiaries respectively in 2013/14, and how does that compare to each of the previous three financial years? What processes were undertaken for the disposal of these assets?

*Details on assets sold over the last 4 financial years is detailed below.*

Assets Sold by NZBS			
Financial Year	Asset Description	Sales Price	SaleProcess
2010/2011	None sold		
2011/2012	None sold		
2012/2013	Chair High-back Leather	462.21	Staff sale
2012/2013	2005 Ford Transit 350L 2.4TD Hi Roof Van	24,444.45	Turners Auctions
2012/2013	2 x Cyrofuge 6000i	75,530.00	ANZCO Healthcare
2013/2014	2003 Ford Transit 350L 2.4TD Jumbo Van	22,222.22	Turners Auctions
2013/2014	Sanyo -80 Freezer	15,658.50	Sale to staff and scrap dealer
2013/2014	Compomat Compressor (3)	4,714.35	Sale to staff and scrap dealer
2013/2014	1 x Thompson Maxilift Donor Couch	5,957.29	Staff sale
2013/2014	Nelson DS 32" TV + 21" TV / DVD	1,430.24	Staff sale
2013/2014	Alpha Forest Secretarial Chair (2)	318.40	Staff sale
2013/2014	Alpha deep forest secretarial chair	201.23	Staff sale
2013/2014	Refrigerator P120 R D FP WW (3)	367.00	Staff sale
2013/2014	Refrigerator N210 L D FP WW (1)	908.00	Staff sale
2013/2014	Dishwasher 820 PF ZW	834.00	Staff sale
2013/2014	Cabinet	176.89	Staff sale
2013/2014	Coffee Table	155.00	Staff sale
2013/2014	Special Parklane Chairs (5)	917.13	Staff sale
2013/2014	Apollo High Chair with Arms (2)	257.25	Staff sale
2013/2014	Apollo High Chair no Arms (9)	1,410.62	Staff sale
2013/2014	Alpha Secretarial chair	201.23	Staff sale
2013/2014	Nelson Site Furniture	7,715.00	Staff sale
2013/2014	Custom Trailer for NZBS Mobiles	15,055.71	Turners Auctions
2013/2014	Custom Trailer for NZBS Mobiles	15,055.71	Turners Auctions
FY13	Assets sold in 2011/12	100,436.66	
FY14	Assets sold in 2013/14	93,555.77	



72. How much floor space does the Department/Ministry/Entity and its associated agencies lease, what is the annual cost per square metre in each specific building, and how does this compare with each of the previous three financial years?

Rental Summary	FY14			FY13			FY12			FY11		
Property	Area Occupied m <sup>2</sup>	Rate per m <sup>2</sup>	Total	Area Occupied m <sup>2</sup>	Rate per m <sup>2</sup>	Total	Area Occupied m <sup>2</sup>	Rate per m <sup>2</sup>	Total	Area Occupied m <sup>2</sup>	Rate per m <sup>2</sup>	Total
North Shore – Lake Rd	205	376.53	77,189	205	376.53	77,189	205	376.53	77,189	205	347.43	71,224
Auckland City Hospital - Blood Bank	102	771.08	78,650	102	753.68	76,875	102	753.68	76,875	102	709.14	72,332
Newmarket - 11 Great South Rd	574	294.05	168,782	574	286.62	164,520	574	286.62	164,520	-	-	-
Newmarket - 71 Great South Rd	2,863	256.72	735,000	2,863	256.72	735,000	2,863	229.71	657,665	2,863	229.71	657,665
Newmarket – 75 Great South Rd	-	-	-	134	485.07	65,000	134	485.07	65,000	134	485.07	65,000
Manukau – Cavendish Drive	221	231.48	51,158	221	227.84	50,352	221	227.84	50,352	221	227.84	50,352
<b>Auckland Region</b>	<b>3,965</b>	<b>280.15</b>	<b>1,110,779</b>	<b>4,099</b>	<b>285.18</b>	<b>1,168,936</b>	<b>4,099</b>	<b>266.31</b>	<b>1,091,601</b>	<b>3,525</b>	<b>260.02</b>	<b>916,573</b>
Hamilton - Ohaupo Road	1,247	210.79	262,851	1,247	210.79	262,851	1,247	210.79	262,851	1,247	210.79	262,851
Waikato Hospital - Blood Bank	150	408.89	61,334	150	400.00	60,000	150	375.33	56,300	150	375.33	56,300
Tauranga – Cameron Street	251	316.41	79,419	251	302.83	76,010	251	302.83	76,010	251	302.83	76,010
<b>Waikato Region</b>	<b>1,648</b>	<b>244.91</b>	<b>403,604</b>	<b>1,648</b>	<b>242.03</b>	<b>398,861</b>	<b>1,648</b>	<b>239.78</b>	<b>395,161</b>	<b>1,648</b>	<b>239.78</b>	<b>395,161</b>
Palmerston North Hospital Blood Bank	895	152.16	136,183	895	152.16	136,183	895	143.39	128,331	895	143.39	128,331
Napier – Wellesley Road	-	-	-	148	-	39,213	148	-	39,213	148	-	38,520
Wellington – Hospital Road	925	398.89	368,975	925	398.89	368,975	925	398.89	368,975	925	368.39	340,763
Wellington Hospital - Blood Bank	101	518.89	52,408	101	507.18	51,225	101	460.73	46,534	101	460.73	46,534
<b>Central Region</b>	<b>1,921</b>	<b>290.25</b>	<b>557,566</b>	<b>2,069</b>	<b>287.87</b>	<b>595,596</b>	<b>2,069</b>	<b>281.80</b>	<b>583,053</b>	<b>2,069</b>	<b>267.83</b>	<b>554,148</b>
Nelson – 16 Vanguard Street	-	-	-	162	-	27,400	162	-	27,400	162	-	27,400
Christchurch – 87 Riccarton Rd	1,315	375.73	494,091	1,315	361.23	475,024	1,315	361.23	475,024	1,315	329.08	432,744
Christchurch – 10 Nelson Street	86	453.79	39,026	86	453.79	39,026	86	418.67	36,006	86	418.67	36,006
Christchurch Hospital - Blood Bank	82	269.56	22,104	82	262.05	21,488	82	262.05	21,488	82	262.05	21,488
Dunedin – Cumberland Street	280	343.98	96,315	280	343.98	96,315	280	343.98	96,315	280	343.98	96,315
Dunedin Hospital - Blood Bank	204	414.72	84,603	204	414.72	84,603	204	414.72	84,603	204	391.39	79,844
<b>Southern Region</b>	<b>1,967</b>	<b>374.24</b>	<b>736,139</b>	<b>2,129</b>	<b>349.39</b>	<b>743,856</b>	<b>2,129</b>	<b>347.97</b>	<b>740,836</b>	<b>2,129</b>	<b>325.88</b>	<b>693,797</b>
<b>Property Rental Totals</b>	<b>9,501</b>	<b>295.56</b>	<b>2,808,088</b>	<b>9,945</b>	<b>292.33</b>	<b>2,907,249</b>	<b>9,945</b>	<b>282.62</b>	<b>2,810,651</b>	<b>9,371</b>	<b>273.15</b>	<b>2,559,679</b>

73. Did the Department/Ministry/Entity and its associated agencies or subsidiaries relocate any of their offices in 2013/14? If so, please provide: where the office moved from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous three financial years.

*No office relocations were undertaken in the financial years of 2013/14, 2012/13 and 2010/11.*

*One relocation was undertaken in 2011/12 involving the relocation of the NZBS National Office from the hub site at 71 Great South Road to premises at 11 South Road – a 10 minute walk between the 2 locations noting closeness to the main site was a location prerequisite.*

*The reason for the move in June 2012 was due to operational overcrowding that was increasingly impacting on day to day operations. NZBS had tried and failed at that time to secure additional space at 71 Great South Road as the other tenant on the property elected to exercise their right of*

renewal for a further 6 years. This unavailability for that period of time forced the relocation to free up much needed space for core operational activities.

The National Office moved from a very cramped 400m<sup>2</sup> to the new premises that totalled 574m<sup>2</sup> which had been secured at an annual rental cost of \$164,520 per annum (inclusive of 9 car parks) with an initial building fit-out cost of \$335,173. NZBS expects to occupy these premises until expiry of all rights of renewal as at 1 March 2019. Details of the Building Fit-out is set out below.

Building Fit-out Costs	
Description	Cost
Building Works	141,353
Ceilings	22,530
Floor Coverings	30,574
Electrical	37,934
Plumbing	8,135
HVAC	23,657
Security	30,709
Fire Protection	3,190
Fixed Joinery	9,412
Voice & Data	27,679
<b>Total</b>	<b>335,173</b>

NZBS plans to move back to its hub site at that time having now subsequently secured the additional space required post the expiry of the other tenant's current lease.

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74. Did the Department/Ministry/Entity and its associated agencies or subsidiaries cancel any renovations, refurbishments or redecoration projects as a result of Budget 2014? If so, please provide the following details:

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- a. Details of the project
  - b. Location of the project
  - c. Estimated cost of the project
  - d. Estimation completion date
- 

*No cancellations were made of any planned activity as a result of the 2014 budget.*

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75. Did the Department/Ministry/Entity and its associated agencies or subsidiaries cancel any other capital projects as a result of Budget 2014? If so, please provide the following details:

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- a. Details of the project
  - b. Location of the project
  - c. Estimated cost of the project
  - d. Estimation completion date
- 

*No cancellations were made of any planned activity as a result of the 2014 budget.*

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76. How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the Department/Ministry/Entity and its associated agencies or subsidiaries respectively that cost more than \$5,000 in the 2013/14 financial year? For each, please provide the following details:

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- a. Details of the project
  - b. Location of the project
  - c. Name of provider(s) or manufacturer(s)
  - d. Type of product or service generally provided by the above
  - e. Cost of the project
  - f. Completion date
  - g. Whether tenders were invited, if so, how many were received
  - h. List separately any single item of furniture worth more than \$5000 and its cost.
-

There were 2 minor renovations undertaken in the 2013/14 financial year. The details are set out below.

Heading	Palmerston North Donor Centre	Waikato Donor Centre
Project Detail	Adding a 3 <sup>rd</sup> interview room in the Collections area	Renovations to Waikato Bone Banking area to create more space for required equipment.
Name of Provider	Buildrite Construction Ltd	Lobell Construction Ltd
Type of service	Building & Construction work	Building & Construction work
Cost of Project	\$5,811	\$6,981
Completion Date	August 2013	June 2014
Tenders Invited	Managed via project manager Spotless Facilities Maintenance as Midcentral DHB Property	Waikato DHB property so used their nominated provider.
Furniture Items > \$5,000	Nil	Nil

77. How much was spent on art, decorative fittings, installations in offices or buildings of the Department/Ministry/Entity and its associated agencies or subsidiaries respectively that cost more than \$2,500 in the 2013/14 financial year? For each, please provide the following details:

- Details of the object
- Location of the object
- Name of provider(s) or manufacturer(s)
- Whether tenders were invited, if so, how many were received

There were no such purchases by New Zealand Blood Service in the 2013/14 financial year.

78. How much was spent by the Department/Ministry/Entity and its associated agencies or subsidiaries on catering in the 2013/14 financial year? What policies were in place for the use of catering in 2013/14?

Catering expenditure over the last 4 years is set out below.

Catering Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
National Functions	20,607	21,020	19,304	16,682
Operations	19,887	22,697	19,138	11,732
Total	40,494	43,718	38,442	28,415
Weekly Expenditure	779	841	739	546

As the downward expenditure trend line indicates NZBS has, as part of its ongoing monitoring of expenditure, clarified the settings with managers as to when catering is appropriate and when it is not.

As a national service provider consistency of operational performance and service delivery is essential. The maintenance of such consistency requires regular coordination of all functions and when collectively meeting for a full day, a light lunch would normally be provided. The same is true for long service and other presentation type ceremonies (usually a morning or afternoon tea) as well as Board meetings.

79. What offices of the Department/Ministry/Entity and its associated agencies or subsidiaries and its associated agencies were closed in 2013/14 and how much is the closure of each office expected to cost or save the Department/Ministry in 2013/14 financial year?

*Changing DHB demand patterns for fresh product usage particularly Red Cells has resulted in a reduction of whole blood collection volumes. An analysis of whole blood collection facilities was undertaken in early 2013. The outcome of this review was to recommend the Napier and Nelson Donor Collection sites be closed as both sites only collected whole blood donations.*

*The expected cost savings for the 2013/2014 financial year were identified as follows;*

- Napier Donor Centre closure – savings of \$88,709,
- Nelson Donor Centre closure – savings of \$102,551.

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80. How much was spent on domestic travel by the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year and how does this compare to each of the previous three financial years? Please provide a list of the positions of the top twenty spenders on domestic travel including the amount spent.

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*The expenditure profile for air travel over the last 4 years is set out below.*

Air Travel Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
Domestic	479,787	388,617	287,863	249,080
Trans Tasman	24,931	39,563	42,546	36,431
International	238,769	255,223	184,757	209,901
<b>Total</b>	<b>743,487</b>	<b>683,403</b>	<b>515,166</b>	<b>495,412</b>

*The top 20 domestic spenders by position for 2013/14 is detailed below;*

Top 20 Domestic Travellers in 2013/14		
Rank	Spend	Position
1	11,831	Area Manager - Southern Operations
2	11,781	National Medical Director
3	10,596	Board Members
4	10,572	Information Services - Blood Management System Manager
5	7,253	Area Manager - Central
6	7,181	Area Manager - Southern Technical Services
7	7,097	National Manager - Technical Services
8	7,000	Chief Executive Officer
9	6,420	Human Resources Advisor - Southern
10	6,002	Technical Advisor - Clinical
11	5,738	Human Resources Advisor - Central
12	4,823	National Manager - Logistics
13	4,669	Team Leader - Donor Recruitment
14	4,667	Transfusion Medical Specialist
15	4,659	Transfusion Medical Specialist
16	3,806	National Manager Operations
17	3,781	Information Services - Business Applications Manager
18	3,691	Quality Systems Associate
19	3,689	Nurse Advisor Donor Services - Collections Support
20	3,613	National Manager Human Resources
<b>Total</b>	<b>128,870</b>	<b>Top 20 equates 51.7% of Total Domestic Spend</b>

81. How much was spent on international travel by the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year, how does this compare to each of the previous three financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved.

*The expenditure profile for air travel over the last 4 years is set out below.*

Air Travel Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
Domestic	479,787	388,617	287,863	249,080
Trans Tasman	24,931	39,563	42,546	36,431
International	238,769	255,223	184,757	209,901
<b>Total</b>	<b>743,487</b>	<b>683,403</b>	<b>515,166</b>	<b>495,412</b>

*The top 20 international travellers by position for 2013/14 is detailed below;*

Top 20 International Travellers in 2013/14		
Rank	Spend	Position
1	71,662	National Medical Director
2	22,195	Medical Officer - Clinical
3	17,551	National Manager - Technical Services
4	12,353	Clinical Scientist - Tissue typing
5	11,590	Transfusion Medical Specialist
6	10,813	Chief Executive Officer
7	9,585	Transfusion Medical Specialist
8	9,508	Transfusion Medical Specialist
9	6,242	Information Services - Blood Management System Manager
10	4,541	Nurse Support Officer - Collections Support
11	4,459	Medical Officer - Clinical
12	4,150	Technical Specialist - Tissue Typing
13	4,031	Transfusion Medical Specialist
14	3,798	Training & development Coordinator - Technical Support
15	6,021	External Consultants (2) - LEAN Project
16	3,647	Medical Officer - Clinical
17	2,361	Medical Laboratory Scientist - Donation Accreditation - Northern
18	2,086	National Manager - Quality & Regulatory Systems
19	1,958	Laboratory Scientist
20	1,953	Marketing Coordinator
<b>Total</b>	<b>210,506</b>	Top 20 equates 85.5% of Total International Spend

*In 2013/14 56 individuals undertook international travel out of a total workforce of 538. International air travel represents 0.24% of 2013/14 total operational expenditure of \$103,131,263.*

82. How many flights were paid for by air points by the Department/Ministry/Entity and its associated agencies or subsidiaries in the 2013/14 financial year? Did the Department/Ministry/Entity and its associated agencies or subsidiaries have any policies in place during the 2013/14 financial year regarding the use of air points and did any staff personally accrue air points for private use, if so, how many and what was their value?

*No flights were paid for by air-points in 2013/14. However NZBS is a member of the All-of-Government Air Travel arrangements therefore no air-points are accrued for domestic travel, which*

is the majority of NZBS travel. In recognition of the additional (non-paid) hours associated with international business travel, the NZBS Travel Policy states:

*“In recognition of the inconvenience of travel, frequent flyer benefits accrued through NZBS business travel may be retained by the individual employee.”*

*Therefore NZBS does not keep records of air-points accrued by staff for personal use.*

83. How many staff have Koru Club memberships paid for by the Department/Ministry/Entity and its associated agencies or subsidiaries, and how does this compare with each of the previous three financial years?

Financial Year	2010/11	2011/12	2012/13	2013/14
Koru Club Memberships paid for by NZBS	20	19	20	20

- 82-1. Does the Department/Ministry/Entity and its associated agencies or subsidiaries have a policy about the use of personal email accounts (e.g. gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the year were reported and how does this compare to each of the previous three financial years?

*NZBS does not have a specific policy about the use of personal email accounts in the workplace. There is a practise to simply block some of the main webmail services, so that personal accounts with these services cannot be accessed. Staff are provided with access to a “general” computer in the staff café area for breaks – these can access most general accounts – gmail, trademe, facebook etc. Utilisation of these computers is regularly monitored and no issues of abuse have been identified.*

84. What records, if any, are kept of relevant text messages to fulfil the requirements of the Public Records Act?

*No records are kept of text messages.*

85. How many staff had the use of vehicles paid for by the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14/; what are the estimated costs; how do these numbers compare to each of the previous three financial years?

*In 2013/14 there was one Executive staff member who had use of a vehicle. This Executive staff member is based in Hamilton and travels very frequently to the National Office and Hub site in Auckland. The costs of such vehicle use and prior year costs are detailed below.*

Vehicle  Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
Total	11,706	14,844	19,323	12,537
Cost per Week	225	285	372	241

*The 2011/12 and 2012/13 year figures are higher due to a Senior Medical Officer from overseas also having the use of a vehicle during a fixed term locum period in New Zealand.*



86. How many vehicles are currently owned or leased by the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14, how does this compare to each of the previous three financial years. Please list all vehicles owned or leased by make, model, year and primary location.

*New Zealand Blood Service leases 26 vehicles located throughout the country at an annual lease cost of \$332,928. The historic trend line is detailed below:*

Vehicle Leasing Costs	Financial Years end 30 June			
	2011	2012	2013	2014
Total Cost of Lease	330,600	343,956	341,568	332,928
Number Of Vehicles	25	26	25	26
Cost per Week	6,358	6,615	6,569	6,402

*The list of leased and owned vehicles is detailed below.*

Leased and Owned Vehicles		
Year	Make & Model	Location
<b>Leased Vehicles</b>		
2010	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Auckland
2010	HYUNDAI i30 1.6 PETROL AUTO WAGON	Auckland
2011	HYUNDAI i30 1.6 PETROL AUTO WAGON	Auckland
2012	TOYOTA HIACE ZL 3.0 TDSL 3ST AT VAN	Auckland
2011	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	Auckland
2011	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	North Shore
2010	TOYOTA HIACE ZL 3.0 TDSL 3ST AUTO VAN	Manukau
2011	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Christchurch
2013	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	Christchurch
2013	MERCEDES BENZ VITO113 WORKER CDI/C L MT V	Christchurch
2013	TOYOTA HIACE ZL 3.0 TDSL 3ST AT VAN	Christchurch
2014	HYUNDAI i30 GD 1.8 CVVT ELITE PTRL (MPi)	Christchurch
2012	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	Dunedin
2010	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Dunedin
2010	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Hamilton
2011	TOYOTA HIACE ZL 3.0 TDSL 3ST AUTO VAN	Hamilton
2013	HYUNDAI i30 1.6CRDI AUTO WAGON	Hamilton
2014	HYUNDAI i30 GD 1.6L CVVT PETROL AUTO WAG	Hamilton
2014	HYUNDAI i30 GD 1.6L CVVT PETROL AUTO WAG	Hamilton
2012	HYUNDAI i45 2.0 AUTO SEDAN	Hamilton
2010	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Manawatu
2011	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	Manawatu
2012	HONDA ODYSSEY S 2.4 VTEC AUTO WAGON	Tauranga
2014	MERCEDES BENZ VITO113 WORKER CDI/C L MT V	Wellington
2010	MERCEDES SPRINTER 418cdi LWB H/ROOF VAN	Wellington
2014	HYUNDAI i30 GD 1.6L CVVT PETROL AUTO WAG	Wellington
<b>Owned Vehicles</b>		
2005	Toyota Hiace Minibus (a donated vehicle)	Auckland
2004	Daewoo Forklift	Hamilton

87. What programmes/projects, if any, were delayed in the 2013/14 financial year and what was the reason for any delay in delivery or implementation?

*No material programmes/projects were delayed in the 2013/14 financial year.*

- 
88. How much did the Department/Ministry/Entity and its associated agencies or subsidiaries spend on internal conferences and seminars, including travel costs, and what is the purpose of each seminar in 2013/14? How does this compare to each of the previous three financial years? For each year please include:
- Purpose of conference
  - Venue
  - Cost (including a breakdown of any travel and accommodation costs, venue hire, equipment hire and payment)
- 

*The expenditure on internal conferences and seminars is set out below.*

Internal Conferences & Seminars	Financial Years end 30 June			
	2011	2012	2013	2014
Trace Conference	66,222	76,733	-	71,030
Integrated Leadership Development Programme	177,860	90,846	69,966	58,554
<b>Total Cost</b>	<b>244,082</b>	<b>167,579</b>	<b>69,966</b>	<b>129,585</b>

*Note: The Technical, Recruitment, Administration, Collections Education meeting (TRACE) expenditure in 2013/14 is a prepayment to secure the accommodation required for the planned August 2015 TRACE conference. TRACE is NZBS's only national organisation-wide meeting held at the Distinction Hotel in Rotorua. It is both an educational and planning meeting held over a weekend with both role specific workshops and plenary sessions, contributing to the successful implementation of projects and operational change.*

*The NZBS Leadership Programme is a three module programme provided for all NZBS leaders. It delivers leadership development for staff promoted into leadership roles, ensuring consistency of leadership style across NZBS. It is held at the Sorrento meeting room in Auckland.*

- 
89. How much was spent on staff retreats, offsite training, planning, teambuilding or other such event not included in the response to Question 87 in the 2013/14 financial year and each of the previous three financial years? Please provide a breakdown of the amount spent on and details of:
- the venue
  - all equipment hired
  - the activities undertaken and the number of attendees
- 

*No money was spent on staff retreats, offsite training, planning, teambuilding or other such events in 2013/14. In view of the tight financial conditions and focus on saving money NZBS cancelled its planned weekend Technical, Recruitment, Administration, Collections Education meeting (TRACE) in 2014.*

*This has traditionally been NZBS's only organisation-wide education meeting to inform staff about the results of activities over the last year and to collectively plan for future projects; ensuring understanding and buy-in.*

*In addition to the plenary sessions, parallel work-stream-specific workshops are also held and national awards are presented as part of the NZBS Recognition Programme. See comment in response to question 90 about the impact that this cancellation has had on staff engagement.*

- 
90. What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?
- 

*NZBS conducts evaluations for all courses and seminars provided internally. Participants are invited to complete an evaluation upon completion of the course/programme and this feedback is shared*



with the Learning & Development Committee and programme organisers to enhance and improve future sessions.

In addition to this the TRACE meeting contributes to the successful implementation of projects and operational change, plus an overall contribution to staff engagement through enhanced communication and involvement which are considered key measures of success for this event. The cancellation of TRACE 2014 was cited by some staff in the latest Workplace Engagement Survey as one of the contributing factors to NZBS's reduced overall engagement rating.

- 
91. How much did the Department/Ministry/Entity and its associated agencies or subsidiaries spend on staff training in 2013/14; and what percentage of the vote does the amount represent? How does this compare to each of the previous three financial years?
- 

*The expenditure on staff training and percentage of total expenditure is set out below.*

Staff Training Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
Training Expenditure	371,092	437,949	323,829	310,576
% of Total Expenditure	0.40%	0.43%	0.30%	0.30%

- 
92. What specific activities or events did the Department/Ministry/Entity and its associated agencies or subsidiaries conduct that contributed towards staff morale in the last financial year?
- 

*Although NZBS does have a formal Staff Recognition Policy, which is one way to influence morale and which has been in place for several years; with the focus on saving money, there were no material activities / events held in 2013/14 to lift staff morale. As noted in the answer to Question 89, the national TRACE weekend meeting which is seen by our people as contributing to morale was cancelled.*

*Overall staff engagement declined since the survey conducted 3 years ago (timeframe extended to save money) and the organisation-wide focus on saving money was strongly identified by staff as contributing to that decline in engagement, along with the year-on-year constraint on salary movements. Efforts are being made in the current financial year, working with staff to identify key activities which they see as valuable in lifting morale. TRACE 2015 is scheduled for August.*

- 
93. Please provide a list of all reports that were prepared in relation to the Department/Ministry/Entity and its associated agencies or subsidiaries baseline update, efficiency dividend, value for money or any other savings identified in 2013/14.
- 

*No formal reports are available. The NZBS Executive has a confidential Value-for-Money (VfM) monitoring report which records all potential money saving initiatives. This report is reviewed monthly and tracks accountability and progress of those initiatives through to completion. Regular updates on various VfM activities are also reported to the Board as part of the CEO Report.*

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94. Please provide a copy of the current work programme and list of projects and major policy initiatives progressed in 2013/14.
- 

*The work programme for 2013/14 is included in the NZBS Statement of Intent 1 July 2013 – 30 June 2016 (see: <http://www.nzblood.co.nz/assets/About-NZBS/PDFs/NZBS-Statement-of-intent-2013-2016.pdf>) and achievements were reported in the NZBS Annual Report 2013/14 (see: <http://www.nzblood.co.nz/assets/About-NZBS/PDFs/Annual-Report-2013-2014.pdf>)*

*The NZBS Annual Plan which documents key projects and policy initiatives is an internal document.*

The Priority 1 initiatives from that plan were:

	<b>Key project / policy initiative</b>	<b>Progress</b>
1	Reduce NZBS Red Cell Expiry to <3%	ACHIEVED
2	Platelet Projects 2.1 Implement a 2 <sup>nd</sup> Plateletpheresis provider 2.2 Introduce weekend testing and processing of platelets 2.3 Increase the proportion of platelets manufactured from pooled platelets from 40% to 50% by 30 December 2013 and to 60% by 20 June 2014 2.4 Reduce platelet expiry to 20% by 30 June 2014 2.5 Assess feasibility of extending shelf-life for platelets from 5 to 7 days (note: this is a multi-year project)	ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED Initial Medsafe submission completed, further submission in December 2014
3	Undertake further review of Behavioural Donor Deferral Criteria	ACHIEVED – new criteria introduced 15 December 2015
4	Complete validation of replacement Automated Blood Separation Equipment	ACHIEVED
5	Complete EuroBloodPack tender and validation	ACHIEVED
6	Review and upgrade NZBS cool/cold storage systems and procedures (note: this is a multi-year project)	Progress achieved in 2013/14, project continues in 2014/15
7	Commence a further review of NZBS Collections & Facilities (note: this is a multi-year project)	Project initiated – planning to report findings to Board in March 2015
8	Progress development of new Christchurch Blood Centre building in partnership with Ngāi Tahu Property to approved project timetable	ACHIEVED – building completed ahead of time and under budget
9	Redevelopment of Dilworth Facility	Deferred to early 2015 to allow concentration on Christchurch
10	Relocate Christchurch Blood Bank	Awaiting space allocation from CCDHB

95. Please provide a copy of the purchase agreement/output plan for 2013/14 and identify the key changes from the previous financial year. Provide a copy of the reports against the performance agreement/output plan that have been provided to the Minister for the last financial year.

*Refer Appendix 8 for a copy of the NZBS Output Agreement between Her Majesty the Queen in Right of her Government in New Zealand acting by and through the Minister of Health and the New Zealand Blood Service – a Crown entity established under section 54 of the New Zealand Public Health and Disability Act 2000, for the period 1 July 2013 to 30 June 2014.*

*There were no material changes to the Output Agreement from prior years.*

*NZBS provides quarterly reports to the Ministry of Health on achievement against the Capability and Input measures in its Statement of Intent. The Ministry of Health uses these reports to provide a summary report for all health crown entities to the Minister of Health. A summary of NZBS annual performance against these measures is included on pages 58 – 69 in its Annual Report 2013/14 (see: <http://www.nzblood.co.nz/assets/About-NZBS/PDFs/Annual-Report-2013-2014.pdf>)*

96. How many evaluations of policies or programmes were completed in 2013/14? What policies or programmes are planned to be evaluated, or have evaluations completed, in 2013/14? What is the indicative cost, who is conducting the evaluation (if known) and when is it due for completion and results reported?

NZBS reviews its governance policies annually and operational policies and standard operating procedures (SoPs) every two years. This is a business-as-usual activity built in to peoples roles, therefore there is no specific attributable cost.

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97. What reviews of departmental contracting policies or practices were started and/or finished in 2013/14?

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NZBS did not review any contracting policies or practices in 2013/14. NZBS continues to participate in All-of-Government procurement initiatives and aligns policies with guidance issued by the Office of the Auditor General.

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98. What reviews of departmental "capability" were started or completed in 2013/14? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will these be completed?

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In addition to the routine business-as-usual internal capability measures, the following specific external "capability" reviews / audits were conducted in 2013/14:

	Capability being reviewed	Agency who undertakes review	Completion date
1	Good Manufacturing Practice audits	Medsafe	Throughout the year
2	Medical Testing Laboratory Accreditation Assessment	IANZ	Throughout the year
3	Workplace Safety Management Practices audit	ACC	September 2013
4	Radiation Protection on-site inspection	ESR	January 2014
5	Board / governance self-assessment	PwC	February 2013
6	Accreditation inspection of Tissue Typing Laboratory	ASHI	May 2014

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99. How much funding for specific projects, policies or programmes has been carried forward from the 2013/14 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
  - Amount of funding brought forward
  - Amount of funding already spent
  - Amount of funding originally budgeted for the project
  - Estimation completion date.
- 

NZBS's annual financial statements are prepared in accordance with New Zealand International Accounting Standards, which account for funding in the year it is received. No funding is carried forward from the previous year.

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100. How many projects or contracts signed in 2013/14 that were due to be completed in 2013/14 were shelved, curtailed or pushed into out years and for each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2013/14?

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The only material project which was delayed in 2013/14 was the commencement of planning to extend the Auckland hub site. This is a multi-year project and the decision was made in order to concentrate on completing the Christchurch Blood Centre building project. All other key projects proceeded as planned.

NZBS notes it does have capital commitments where approval for capital expenditure has been received in one financial year but the actual goods were not received until the start of the following financial year.

For completeness the detail on such transactions outstanding at year end is detailed below.

Capital Expenditure Commitments	Financial Years end 30 June			
	2011	2012	2013	2014
Total Capital Commitments	4,753,457	1,830,624	833,522	1,577,995

The large outstanding amount in 2010/11 related to the national blood management system (eProgesa) upgrade project that successfully went live in August 2012.

101. What IT projects not included in the above question, if any, were shelved or curtailed in the 2013/14 year and how much will have been spent on each project before it is shelved or curtailed?

No IT projects or contracts in 2013-14 were shelved, curtailed or pushed out into later years.

102. What IT projects, if any, were completed or under way in the 2013/14 year?

For each, please provide the following details:

- Name of project,
- Initial estimated budget
- Initial estimated time frame
- Start date
- Completion date or estimated completion date.
- Total cost at completion or estimated total cost at completion.

The table below shows the main IT projects undertaken in 2013-14. Some of these projects are due to be completed in 2014-15.

Name of project	Complete or In Progress as @ 30/6/14	Initial estimated budget	Initial estimated time frame	Start date	Completion date or estimated completion date	Total cost at completion or estimated total cost at completion	Variance
eProgesa DR TESTING	Complete	\$68,280.00	Jan - May 2013	28 January 2013	15 July 2013	\$60,740.00	\$7,540.00
Christchurch Sanguin Server	Complete	\$7,924.00	May - June 2013	16 May 2013	1 August 2013	\$6,664.00	\$1,260.00
DR Citrix Scalability	Complete	\$10,430.00	May - Aug 2013	27 May 2013	1 August 2013	\$10,430.00	\$0.00
ArcServe D2D Proof of Concept	Complete	\$5,735.00	May - Aug 2013	29 May 2013	1 August 2013	\$4,650.00	\$1,085.00
XenApp 6.5 POC	Complete	\$14,495.00	April - Aug 2013	24 April 2013	7 August 2013	\$13,375.00	\$1,120.00
TM1 Upgrade	Complete	\$4,920.00	Aug - Sept 2013	1 August 2013	21 August 2013	\$4,920.00	\$0.00
New Q-Pulse Web Servers	Complete	\$8,358.00	Mar - Aug 2013	13 March 2013	22 August 2013	\$8,358.00	\$0.00
Migrate/Upgrade AKLWEB2 & AKLWEB3	Complete	\$10,730.00	June - Sept 2013	6 June 2013	30 September 2013	\$6,693.00	\$4,037.00
Replacement ESXi Server at DWH	Complete	\$3,105.00	Aug - Oct 2013	8 August 2013	21 October 2013	\$3,105.00	\$0.00
vSphere 5.5 Upgrade	Complete	\$12,273.00	Oct - Nov 2013	10 October 2013	2 December 2013	\$12,273.00	\$0.00
Implement ARCServe D2D	Complete	\$11,245.00	Oct - Dec 2013	10 October 2013	16 December 2013	\$10,515.00	\$730.00
New GP Dev Environment	Complete	\$1,805.00	Nov - Dec 2013	13 November 2013	18 December 2013	\$1,805.00	\$0.00
Migrate DCS NetScalers to On Premise	Complete	\$3,565.00	Nov - Dec 2013	22 November 2013	15 January 2014	\$2,538.00	\$1,027.00
Unix OS Patching	Complete	\$38,035.00	Aug - Dec 2013	20 August 2013	16 December 2013	\$35,395.00	\$2,640.00
Development of Windows 7 SOE	Complete	\$40,598.00	Aug 2013 - Mar 2014	7 August 2013	13 March 2014	\$39,038.00	\$1,560.00
Unix Wellington Storage Rationalisation	Complete	\$9,850.00	Mar - April 2014	4 March 2014	9 April 2014	\$9,280.00	\$570.00
Management of XP/Vista machines	Complete	\$10,200.00	Jan - June 2014	21 January 2014	11 June 2014	\$9,580.00	\$620.00
Migrate DR to Kapua	Complete	\$47,984.00	Feb - June 2014	6 March 2014	16 June 2014	\$44,201.00	\$3,783.00
Migrate WSUS & Decommission AKLWEB4	In Progress	\$12,273.00	Nov 2013 - Apr 2014	22 November 2013	17 November 2014	\$12,273.00	\$0.00
Mit-tokens Deployment	In Progress	\$16,440.00	Jan - July 2014	22 January 2014	28 July 2014	\$16,215.00	\$225.00
Upgrade ESXi Hosts	In Progress	\$7,210.00	Mar - July 2014	6 March 2014	11 August 2014	\$7,013.00	\$197.00
Backup Upgrade High Level Design	In Progress	\$9,120.00	Mar - July 2014	20 March 2014	ETA Jan 2015	\$9,120.00	\$0.00
Anti-Virus Replacement for eTrust	In Progress	\$23,500.00	Apr - Oct 2014	31 March 2014	22 October 2014	\$21,748.00	\$1,752.00
Unix Dual VIO Servers	In Progress	\$30,881.00	June - Sept 2014	18 June 2014	ETA Feb 2015	\$30,881.00	\$0.00
Unix PowerHA Cluster Software Upgrade	In Progress	\$26,875.00	June - Sept 2014	18 June 2014	ETA Q3 2015	\$26,875.00	\$0.00
Exchange 2013	In Progress	\$44,125.00	June - Nov 2014	20 June 2014	ETA Feb 2015	\$57,000.00	-\$12,875.00
Activate Implementation	In Progress	\$30,860.00	June - Oct 2014	26 June 2014	ETA Mar 2015	\$30,860.00	\$0.00
<b>TOTAL</b>						<b>\$495,545.00</b>	<b>\$15,271.00</b>

One of these projects is expected to run over budget – this is the Microsoft Exchange 2013 upgrade, where some unexpected difficulties arose. However, several projects ran under budget, and total project expenditure was under budget.

103. How much was spent for software licensing fees in the 2013/14 financial year and how does this compare with spending in each of the previous three financial years?

Software licencing has been split into three categories:

1. New licences which have been purchased for small projects or as a consequence of growth in the use of IT applications generally

New licences spend was as follows:

New Licences Expenditure	Financial Years end 30 June			
	2011	2012	2013	2014
Totals	134,740	148,733	143,365	94,533

2. New licences which were purchased as part of the major project to upgrade Progesa, the National Blood System

The Progesa upgrade project was a three-year project to upgrade NZBS's core system. The upgraded system (eProgesa) went live successfully in August 2012. The projects capital budget was \$7.8M.

The various software licences purchased for this project, over the three-year period, totalled \$1,446,093.

3. Maintenance of existing software licences

The cost of maintaining existing software licences spend is detailed below:

Maintenance of Existing Software Licences	Financial Years end 30 June			
	2011	2012	2013	2014
Total Software Maintenance Costs	943,655	851,358	924,650	958,411

104. How many websites did the Department/Ministry/Entity and its associated agencies or subsidiaries run in 2013/14 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

NZBS runs 2 websites:

- 1) [www.nzblood.co.nz](http://www.nzblood.co.nz) = main corporate "New Zealand Blood Service" website.
  - a. This has been in place since approximately 2003.
  - b. Purpose – as the main website for the organisation it is a vital communication channel to provide information to prospective and current donors, including links to make an appointment to donate; alongside clinical information for clinicians and health professionals. Over the last 3 years NZBS has implemented a digital approach to marketing which has reduced expenditure, making this website a very cost-effective means of communication.
  - c. Annual Cost = \$16,523 for ongoing hosting and management fees (excludes any developments made to the website which varies in cost depending on the functionality being added)
- 2) [www.startafanclub.co.nz](http://www.startafanclub.co.nz) = microsite for recipient stories called "Start a Fan Club".
  - a. Established in 2007

- b. *Purpose – a forum/area for recipients of blood and blood products, and also donors, to share their stories,*
- c. *Annual Cost: \$2,070 for hosting fees.*

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105. In preparing bids for Budget 2014, what consultation took place with other political parties as required by Cabinet Office Circular CO (09) 07? Please specify:

- number of meetings
- when they took place
- who attended
- what items were discussed
- what changes, if any, were made to Budget bids following this meeting
- the titles of any reports prepared for, or generated after the meeting
- Please attach:
- Copies of any reports prepared for, or generated after the meeting
- Copies of agendas for any meetings

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*N/A - NZBS is funded on a fee-for-service basis.*

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106. What cuts or reprioritised savings to the Department/Ministry/Entity and its associated agencies or subsidiaries budget for 2014/15 were the result of an underspend in 2013/14 year and for each, what budgets were under spent and why were they under spent?

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*No savings or cuts were reprioritised from NZBS's 2014/15 budget as a result of an under spend in 2013/14.*

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107. Did any cuts or reprioritised savings to the Department/Ministry/Entity and its associated agencies or subsidiaries in 2013/14 come from frontline services; if so, for each what is the name of the service, how much has been reprioritised and what was the reason for the reprioritisation?

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*YES – the closure of the Donor Centres in Napier and Nelson were both front-line services – for more information see answer to Question 2.*

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108. What savings or cuts were reprioritised in 2013/14; for each please provide the name of the service, initiative or programme, how much has been reprioritised for each year and what was the reason for the reprioritisation?

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*No savings or cuts were reprioritised in 2013/14.*

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109. Provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by the Department/Ministry/Entity and its associated agencies or subsidiaries (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner) in the 2013/14 financial year.

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*NZBS is a highly regulated business and as such is audited annually by:*

- *Medsafe to ensure GMP (Good Manufacturing Practice) compliance 100% of the time by maintaining current Medsafe licences for its 6 hub sites*
- *IANZ (International Accreditation Agency) to ensure compliance with ISO15189 100% of the time in all of its diagnostic laboratories*



- ASHI (American Society of Histocompatibility and Immunogenetics) to ensure compliance with ASHI requirements (which support the DHB Bone Marrow Transplant programmes) 100% of the time in the national Tissue Typing laboratory

these audits are all annual performance measures in the 2013/14 Statement of Intent, with 100% achievement reported in the 2013/14 Annual Report.

NZBS conducts a range of internal audits, including regulatory compliance, quality and health & safety audits to reassure itself that the required standards are being achieved. Regular monitoring of progress against initiatives and performance measures outlined in the Statement of Intent and internal Annual Plan occurs by management throughout the year and at the conclusion of major projects.

All Blood Banks located in main DHB hospitals (other than the 6 DHBs where NZBS is responsible for Blood Bank provision) receive at least one NZBS Clinical Oversight visit (and audit report) per year to enable them to meet the requirements of ISO15189 for IANZ accreditation.

NZBS participates in the Asia Pacific Blood Network's (APBN) annual Comparison of Practice (CoP) benchmarking exercise which compares a wide range of blood transfusion specific metrics between member countries. The results of the CoP reports are bound by the APBN membership confidentiality agreement.

Audit New Zealand is NZBS's auditor. NZBS has received a "Very Good" rating over the last three years for its:

- Management control environment
- Financial information systems and controls
- Service performance information and associated systems and controls

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110. How much was spent on EAP or workplace counselling in the 2013/14 financial year and how did that compare to each of the previous three financial years?

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EAP Costs for 2013/14 are earlier years are detailed below:

EAP Costs	Financial Years end 30 June			
	2011	2012	2013	2014
Total Costs	11,756	11,926	9,836	16,016

Note: the spike in cost in the 2013/14 year related to supporting staff through the closure of the Napier and Nelson Donor Centres.

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111. What work has been undertaken or completed relating to changes in Votes, or operational changes made in other Government Departments/Ministries which impacts on your Department/Ministry/Entity and its associated agencies or subsidiaries?

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No work has been required to be undertaken relating to changes in Votes, or operational changes made in other Government Departments / Ministries.

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112. What amount or amounts, or what programmes, if any, were categorised as capital expenditure in prior years but have been categorised in this year or in out-year projections, as operating expenditure?

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No amounts or programmes have been re-categorised from capital to operational expenditure.

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113. How many data security issues were identified in the 2013/14 and how many data security issues were there in each of the previous three financial years? If there were breaches, what were they and what are the titles of any reports into them?

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*In 2013-14, one data security issue was identified. This was a result of testing commissioned by NZBS. This issue was remediated soon after it was identified.*

*Regarding the previous three financial years, three security issues with one website were identified in November 2012. This was a result of testing commissioned by NZBS. These issues were remediated soon after they were identified. No other security issues were identified in this three year period.*

*There have been no security breaches.*

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114. Were any privacy issues been identified in the 2013/14 financial year and in the previous three financial years? If so, what were they and what are the titles of any reports into them?

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*The privacy issues that have arisen over the last 4 years are recorded below.*

Date	Description
Oct 2010	Call centre breached a donor's privacy by mentioning that she was pregnant to the donor's work colleague who was also a donor and was booking a group of workmates in for blood donation. Apology made to donor and accepted.
Nov 2010	Donor complained that a donor nurse compromised his privacy by mentioning to a mutual friend that he had donated blood. Internal investigation revealed there was no breach of privacy.
Jan 2012	Donor claimed that NZBS had provided her name and address details to other organisations. Since registering as a donor she had started receiving a large amount of junk mail. Not upheld – explained to donor that NZBS does not provide donor information to anybody outside NZBS without donor consent.
May 2013	Blood test results on a single donor were accidentally posted to a different donor. Internal investigation revealed human error, both donors had the same surname. Apology made to donor and accepted.
May 2013	Donor complained that a NZBS nurse had given his personal medical details by phone to another person visiting his house. Internal investigation could not positively establish if a privacy breach had occurred.

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115. What policies in 2013/14 did the Department/Ministry/Entity and its associated agencies or subsidiaries have on accepting corporate gifts or hospitality? How did this compare to the previous three years? Please list all corporate gifts or hospitality accepted by staff in the 2013/14 financial year. For each, please provide the following details:

- Gift or hospitality accepted
  - Position of staff member who accepted
  - Estimated value
  - Date received
  - Giftee
- 

*NZBS has a Gifts and Koha Policy which has been in place for many years. The policy requires that any employee who receives a gift or supplier sponsorship in their professional capacity at NZBS, declares it to their one-up manager. All gifts are recorded on the gifts and koha register, which is reviewed by the NZBS Executive quarterly.*



The number of gifts and koha received in 2013/14 is recorded below, this is slightly fewer than in prior years.

<b>Gift item</b>	<b>Position of staff who accepted</b>	<b>Est value</b>	<b>Date received</b>	<b>Giftee</b>
<i>Flights, accommodation &amp; registration to attend APHIA Conference in Hong Kong</i>	<i>Medical Laboratory Scientist</i>	<i>\$3,000</i>	<i>31 Aug 2014</i>	<i>NZBS staff member</i>
<i>Ticket to "Taste Auckland"</i>	<i>CIO</i>	<i>\$200</i>	<i>14 Nov 2013</i>	<i>NZBS staff member</i>
<i>Carry-on luggage bag</i>	<i>CIO &amp; BMS Manager</i>	<i>\$230 ea</i>	<i>14 May 2014</i>	<i>NZBS staff members</i>

116. What potential conflicts of interest have been identified by the Department/Ministry/Entity and its associated agencies or subsidiaries regarding the board, management or senior staff in 2013/14? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last four years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps take to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

*NZBS adheres to a detailed Conflicts of Interest Policy which assists both the Board and management to manage any potential conflicts.*

*In the 2013/14 financial year the following potential conflicts were identified:*

- *A close family member of one of the Executive Team is employed by NZBS in an operational role. The terms and conditions of this arrangement are no more favourable than NZBS would have adopted if there was no relationship. This potential conflict is declared in the notes of the financial statements contained in the 2013/14 Annual Report.*
- *An Interests Register is maintained for all NZBS Board members, which is reviewed and updated at the start of every Board meeting. Potential conflicts with agenda items is also checked prior to any discussion taking place.*
- *The Executive team also maintain an Interest Register which is reviewed annually by the Board.*
- *At each Board meeting the following declaration is made:*  
*"The standing interest of I Ward as a current member of the Auckland District Health Board is noted. It is acknowledged that no specific management of this interest was likely to be required at this meeting."*

- In the May 2014 Board meeting the Chairman highlighted his involvement with Kiwi Bank and indicated that in the event of any conflict arising during discussion of the NZBS term deposit banking arrangements he would excuse himself and call upon the Deputy Chairman to chair the meeting for that agenda item. It was noted that this was unlikely given the recommendations in the presented paper and when this agenda item was discussed it was agreed by all present that there was no conflict.
- At the June 2014 Board meeting it was noted that I Ward abstained from participation during two agenda items relating to:
  - Auckland Blood Bank Occupation Licence Rent Review; and
  - Revised FY14 Surplus Distribution Assessment.

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117. How much was spent in 2013/14 on merchandise/promotional products (apparel, stationary, pen drives etc.) carrying the branding of the Department/Ministry/Entity or any of its agencies, subsidiaries or its/their campaigns, policies or marketing? How did this compare to each of the previous three financial years? For each invoice over \$1,000 in 2013/14 please provide the item purchased, the amount purchased, costs and the intended use.

---

Year 2013/14 - \$35,639

<i>Item purchased</i>	<i>Amount purchased</i>	<i>Cost</i>	<i>Intended use</i>
5000 pegs for Pledge campaign	5,000	\$1,500	Used in schools and universities to promote blood donation for the Pledge Campaign
Promo item - Stress ball squeeze	2,000	\$2,900	Used in Donor Centres for donors, but also give-aways at events by Donor Recruitment Teams
Promotion - Mint cards	5,000	\$3,789	Used as give-aways at events by Donor Recruitment Teams
Promotion - Blood Buddies soft toys	15,000	\$27,450	Used in Donor centres for donors, but also give-aways at events by Donor Recruitment Teams

Year 2012/13 - \$2,900

Year 2011/12 - \$52,992

Year 2010/11 - \$37,940

*NOTE: this does not include branded merchandise milestone gifts, presented to donors on achieving specific milestone donations (examples include: Blood group specific key-rings, pens, drink bottles, travel bags etc.) in accordance with the NZBS Donor Recognition Policy.*

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118. Did the Department/Ministry/Entity and its associated agencies or subsidiaries consult, or was it consulted by, the Government Communications and Security Bureau or the New Zealand Security and Intelligence Service in 2013/14? If so, when and with what regard did the consultation occur?

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*NZBS has never consulted with the Government Communications and Security Bureau or the New Zealand Security and Intelligence Service.*

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119. What non-government organisations, associations, or bodies, if any, was the Department/Ministry/Entity and its associated agencies or subsidiaries a paid member of in 2013/14? For each, what was the cost for each of its memberships and how does this compare to each of the previous three financial years?

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Details on memberships and subscriptions are set out below:

Membership and related Subscription costs	Financial Years end 30 June			
	FY11	FY12	FY13	FY14
Alliance of Blood Operators Cost Model Working Group	-	-	-	4,696
Australia and New Zealand Society of Blood Transfusion	2,912	2,531	2,256	2,221
Asia Pacific Blood Network	14,649	15,250	15,582	14,002
Asia-Pacific Histocompatibility and Immunogenetics	1,188	1,034	1,286	1,156
Biomedical Excellence for Safer Transfusion Collaborative	13,506	12,550	11,966	11,647
Diligent Board Member Service - Boardbooks	-	14,500	14,500	13,925
Employers & Manufacturers Association	4,150	4,200	4,200	4,200
Institute Of Directors	-	357	370	378
International Haemovigilance Network	1,294	1,104	1,088	1,150
Marketing Association	997	997	997	997
NZ Organisation For Quality	635	635	775	-
Total Membership Costs and related Subscriptions	39,331	53,158	53,020	54,372

120. What was the Department/Ministry/Entity and its associated agencies or subsidiaries cap of Full Time Equivalent (FTE) positions in 2013/14? How many FTEs were employed in 2013/14, and how does this compare to each of the previous three financial years?

The FTE data is detailed below.

Full Time Equivalents FTEs	Financial Years end 30 June			
	2011	2012	2013	2014
FTE Establishment Level	482.00	500.90	507.93	491.03
Actual FTEs at Year-end	476.30	490.31	490.25	471.49

Question 15 also relates re Vacancy levels.

121. How much was spent in 2013/14 on office relocations by the Department/Ministry/Entity or any of its agencies, subsidiaries? How did this compare to each of the previous three financial years? For each relocation in 2013/14 please provide the details regarding the scale and locality of the relocation(s).

Please refer to the response to Question 73.

122. How much was spent in 2013/14 on office refurbishments by the Department/Ministry/Entity or any of its agencies, or subsidiaries? How did this compare to each of the previous three financial years? For each refurbishment in 2013/14 please provide the details regarding the location and reasoning for the refurbishment(s).

Please refer to the response to Question 76 for the 2013/14 detail. In terms of prior year expenditure this was as follows.

Office Refurbishment Costs	Financial Years end 30 June			
	2011	2012	2013	2014
Total Costs	83,375	56,356	975,740	12,792

The major expenditure in 2012/13 related to the refurbishment of the Auckland Donor Centre collections area.

- 
123. How many credit cards does the Ministry, Crown Entity, government department or government agency have broken down by credit limit on the card? How does this compare to the previous three years?
- 

*The credit analysis is detailed below.*

Credit Card Analysis	Financial Years end 30 June			
Credit Limit	2011	2012	2013	2014
\$70,000	1	1	1	1
\$20,000	1	1	1	1
\$10,000	1	1	1	1
\$5,000	7	7	8	7
\$2,000	18	31	31	27
Total	28	41	42	37

*The credit card with the \$70,000 limit is held in National Office by the Travel and Purchasing Coordinator who uses it primarily for overseas travel and related booking requirements.*

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124. How many contracts does the Ministry, Crown Entity, government department or government agency have with businesses employing fewer than 20 people; what is the value of these contracts, and how many of these contracts will be with New Zealand based businesses in the 2013/14 financial year?
- 

*New Zealand Blood Service does not record whether contracts with organisations have fewer than 20 people employed.*

---

125. How many penalties for late payment of an invoice did the Ministry, Crown Entity, government department or agency incur in the 2013/14 year, and how does this compare to the previous three financial years?
- 

*The financial information system does not contain this specific detail. As NZBS does pay and historically has paid all invoices and bills on time any such cost if incurred would be minimal.*

---

126. What proportion of invoices and bills received by the department or agency in the 2013/14 financial year were not paid on time and how does this compare to each of the previous three financial years?
- 

*The financial information system does not contain this specific detail. As NZBS does pay and historically has paid all invoices and bills on time any such 'not paid on time' percentage would be a very small figure.*

---

127. How many invoices and bills received by the department or agency in the 2013/14 financial year were not paid on time and how does this compare to each of the previous three financial years?
- 

*The financial information system does not contain this specific detail. As NZBS does pay and historically has paid all invoices and bills on time any such 'not paid' percentage would be a very small figure.*

---

128. What was the total amount of penalty payments or interest incurred by the department or agency due to late payment of invoices and bills in the 2013/14 financial year and how does this compare to each of the previous three financial years?
- 

*The financial information system does not contain this specific detail. NZBS does pay and historically has paid all invoices and bills on time therefore any such cost would be minimal.*

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129. What proportion of companies and individuals contracted by the department or agency in the 2013/14 financial year were businesses employing fewer than 20 people?

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*New Zealand Blood Service does not record whether companies and individuals contracted employ fewer than 20 people.*

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130. What proportion of companies and individuals contracted by the department or agency in the 2013/14 financial year were New Zealand owned and operated?

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*New Zealand Blood Service does not record whether companies and individuals contracted are New Zealand owned and operated.*

## NEW ZEALAND BLOOD SERVICE REVIEW 2013/14 POST HEARING QUESTIONS

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131. Please provide an update on progress with the Collections and Facilities Review, and any findings that have been made so far.

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*With changing demand patterns for both fresh blood products (in particular the reduction in demand for Red Blood Cells) and increasing demand for fractionated immunoglobulin products, coupled with completion of the new Christchurch Blood Centre in late 2014, NZBS identified a need to review the suitability of all of its leased facilities. Therefore we have commissioned an external consultant (Francis Group International (FGI)) to conduct a review of the suitability of our current facilities. The Review covers their location (especially the location of stand-alone Donor Centres with respect to potential donors) and capacity of each facility based on our forecast projections of collection and manufacturing requirements to meet demand over the next 10 plus years overlaid on updated demographic trends from the last census. This assignment is ongoing, with regular updates on progress being provided to the Executive to ensure the project is on-track. However at this early stage in the review process, definitive findings and recommendations are still under development and have yet to be discussed with the Board.*

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132. What challenges does NZBS see in maintaining New Zealand's current self-sufficiency in blood products, and what steps is NZBS taking to meet these challenges?

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*New Zealand is one of the very few countries in the world which is self-sufficient for the majority of plasma derived fractionated products, in particular immunoglobulin. NZBS has a number of risk management strategies within its self-sufficient management approach which were reconfirmed by the Board in early 2013 to ensure continuity of supply of these life-saving fractionated products to patients. These include ensuring that we have 3 months' supply of finished product in New Zealand, a total of 5 months' supply (including "work in progress") available at any time and a "buffer stock" of 10 tonne of plasma at CSL in Australia, available to immediately initiate an emergency fractionation pool in the event that a batch of product needs to be recalled.*

*During 2013 there were a series of fractionated product recalls. These required the "buffer" 10 tonne of New Zealand plasma at CSL to be utilised to manufacture replacement product. Since that time despite significant efforts NZBS has struggled to collect sufficient additional plasma to rebuild the buffer stock. Additionally, the demand for immunoglobulin has increased after an 18 month period of stable utilisation, back to an increase of close to 8% per annum (Australian growth is around 13% per annum) which has further increased the volume of additional plasma required to be collected. As a result the buffer stock is not yet back to the desired level.*

*NZBS has been recruiting additional collections staff and is increasing collection hours in order to enable the required growth in plasma collections to support the fractionation programme. Additionally NZBS is developing options to introduce a commercial immunoglobulin product to maintain resiliency and ensure certainty of supply, mitigating any risk associated with the unlikely event of another recall.*

*Certainty of supply for patients who need uninterrupted access to this life-saving treatment is the overriding consideration when considering supplementing product manufactured from New Zealand plasma with commercial product, even if this is just for a short period of time. Meanwhile NZBS will work to rebuild*



the “buffer stock” taking into consideration the time-line required to rebuild the plasma buffer. It will also consider whether it would be prudent to make a shift in the current self-sufficiency status; noting that self-sufficiency (although not legally required) is something that NZBS tries very hard to meet as an organisational/national goal. However self-sufficiency must always be subordinate to the ability to supply. Therefore, should the recommendation to the Board be to structurally move away from self-sufficiency, this would require wide-ranging consultation with prescribing clinicians, recipient groups, DHB management, the Ministry and Minister of Health to get people’s views and allow everyone to fully appreciate the reasons for such a move and the expected implications.

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**133. What are the challenges to maintaining a sufficient level of donations to meet need, and how does NZBS propose to meet these challenges?**

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<b>Challenges</b>	<b>Mitigations</b>
<b>Blood Donor Panel size</b> <ul style="list-style-type: none"> <li>- Ensuring there are donors with the right blood types who are eligible to donate</li> <li>- Maintaining the donor panel by bringing in new donors to replace those who can no longer donate due to illness, medication, age or other reasons.</li> </ul>	<ul style="list-style-type: none"> <li>- Donor Recruitment Campaigns and PR activities focused on recruiting new donors to maintain the panel of available donors. Examples include the Lend an Arm campaign that focused on new donors, and encouraged donors who had not donated in some time to donate again. This was geographically targeted to areas where new donors were needed.</li> </ul>
<b>Donor Eligibility</b> <ul style="list-style-type: none"> <li>- Challenge presents typically during the winter season where many donors are sick and unable to donate.</li> <li>- In addition donors must wait a specified timeframe after being sick before donating again, so the available panel size is affected by this.</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment campaigns as per above.</li> <li>- Education campaigns, such as via the NZBS Facebook page and news items on the website, to ensure donors are aware of the eligibility criteria and book appointments for when they are eligible (e.g. 1 week after they have recovered from a mild sickness)</li> <li>- Campaigns in CRM system to only call up donors who are eligible.</li> </ul>
<b>Operational Factors</b> <ul style="list-style-type: none"> <li>- Opening hours</li> <li>- Mobile blood drive venues - suitability, or being cancelled due to other events</li> <li>- Managing cost per donation</li> </ul>	<ul style="list-style-type: none"> <li>- Regular review of opening hours to suit the needs of our donors, while managing staffing requirements (changes need to be negotiated with staff and unions etc.)</li> <li>- Staff responsible for arranging mobile venues maintaining good relationships with the venue coordinators and educating them on our essential service.</li> <li>- As a Crown Entity, ensuring cost efficiency – which has resulted in some mobile blood drives in remote communities being reduced in visit frequency or cancelled.</li> </ul>
<b>Donor education about appointments to donate</b> <ul style="list-style-type: none"> <li>- Appointments help NZBS to monitor and manage what blood types we collect, and how many more are required to fulfil collection targets to meet demand.</li> </ul>	<ul style="list-style-type: none"> <li>- An appointments project has been piloted to encourage donors to book appointments, which enables us to better forecast collections by blood group. The strategy educates donors on the importance of appointments to help us maximise every donation and align our collections with demand. After a successful pilot, the strategy is currently being implemented at all centres.</li> </ul>
<b>Collection requirements change</b> <ul style="list-style-type: none"> <li>- Red cell demand decreasing</li> <li>- Plasma demand increasing</li> </ul>	<ul style="list-style-type: none"> <li>- Targeted campaigns which are not only geographically targeted but “subject specific” have been implemented. An example is the PLEDGE campaign, which asked potential donors to pledge to give blood, providing a list of prospective donors to call when the need arose (rather than being inundated with blood that was not in need). Advertising was targeted near plasma donation centres to provide potential to convert whole blood donors into plasma donors.</li> </ul>

	<ul style="list-style-type: none"> <li>- Focus on converting donors to plasma within centres that take plasma donations, including mobile blood drives nearby.</li> </ul>
<b>Logistics</b> <ul style="list-style-type: none"> <li>- Restrictions at some sites due to location and access to transportation to collect certain types of donations within a specified timeframe, in order to meet the transport booked to deliver the blood to the Processing sites, in compliance with timelines specified in the manufacturing standards.</li> </ul>	<ul style="list-style-type: none"> <li>- The National Collections Coordinator coordinates national collections to balance and allocate collection targets for each site, ensuring mandatory logistical requirements are met alongside the collection requirements</li> </ul>
<b>Expiry</b> <ul style="list-style-type: none"> <li>- Maintain and reduce expiry of blood products to save cost and honour the donation given by the donor</li> </ul>	<ul style="list-style-type: none"> <li>- An Expiry project has reduced expiry over the years, and a National Collections Coordinator role was established to work with the Logistics team to forecast blood collection target numbers each day, oversee fresh product inventory and monitor expiry rates.</li> </ul>

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