



New Zealand Blood Service
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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.

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.

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.

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.

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?

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)

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

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:
- a. Who conducted the work
 - b. When the work commenced
 - c. When it was completed (or due to be completed)
 - d. Estimated total cost
 - e. Whether tenders were invited; if so, how many were received
-

Common Measurement Tool Benchmarking Survey (email) – See Appendix 3 for copy of report.

- a. NZBS conducted the work
- b. Commenced - March 2014
- c. Completed - April 2014
- d. Total cost - \$0.00 – used in-house system
- e. N/A

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

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

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

- a. Lift Education conducted the work
- b. Commenced - June 2013
- c. Completed - August 2014
- d. Total cost - \$1,480.50
- e. 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.

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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:
- a. 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
 - b. Who conducted the project
 - c. Type of product or service generally provided by the above
 - d. Date the work commenced
 - e. Estimated completion date
 - f. Total cost
 - g. Whether the campaign was shown to the Controller and Auditor-General
 - h. Whether tenders were or are to be invited; if so, how many were or will be received.
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Advertising Campaign – Pledge Campaign

- a. *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> |

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

Public Relations Campaign – World Blood Donor Day

- a. *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*

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?

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

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?

None - as per answer to question 13.

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?

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.

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.

| Summary of Contractors and/or Consultants | | |
|--|---------------|-------------------|
| <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 |
|--|---|-------------------------|--|----------------|----------------|----------------|---------------|
| Eprogesa Project Team | | | | | | | |
| 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 | - | - |
| Finance & FMIS Support | | | | | | | |
| 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 | - | - | - |
| General IT Infrastructure Support | | | | | | | |
| 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 | 163,858 | 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 | - |
| Records Management | | | | | | | |
| Solnet Solutions Limited | Records Management project (Public Archives Act compliance). | Contractor | April 2012 to December 2012 | - | 8,775 | 2,835 | - |
| Operations | | | | | | | |
| SlyBuck Ltd | Facilities Review | Consultant | Months of July 2010 and March 2011 | 3,540 | - | - | - |
| Human Resources | | | | | | | |
| Weaver & Weaver Co Ltd | Industrial Relations advice | Consultant | Annual subject to union negotiations | 26,829 | 17,738 | 3,290 | 20,855 |
| Clinical | | | | | | | |
| | Behavioral Donor Review - 9 member Panel | Consultant | First meeting September 2013 with Board approving final report May 2014. | - | - | - | 65,268 |
| Total Consultants and contractors | | 21 | | 769,344 | 963,564 | 339,311 | 87,486 |

* 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 Ultrio 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 | Datacom 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.

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.*

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|-----------------------------|-------------------|-------------------|---|--|
| <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.*

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|-----------------------|-------------------|------------------|-----------------|------------------|
| <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 |
| Total | 521 | 557 | 548 | 525 |
| 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 |
| Total | 521 | 557 | 548 | 525 |
| 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 |
| Total | 521 | 557 | 548 | 525 |

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 |
| Total | 563 | 587 | 571 | 538 |

(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 |
| Grand Total | 563 | 587 | 571 | 538 |

(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 |
| 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 |
| Total | 563 | 587 | 571 | 538 |
| Frontline Staff % | 90.41% | 88.25% | 89.84% | 89.59% |

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.

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?

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

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?

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

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?

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

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?

No NZBS staff have ever been seconded to Ministerial offices.

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?

Question 36 is not applicable to NZBS

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?

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

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?

Question 38 is not applicable to NZBS

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 |
| Policy | | - | - | - | - |
| Administration | 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 |
| Operational | 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 |
| Total | | 563 | 587 | 571 | 538 |

(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 | | | | |
| Auckland Total | | 211 | 230 | 218 | 213 | Palmerston North Total | | 38 | 33 | 32 | 34 |
| 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 |
| Christchurch Total | | 112 | 111 | 113 | 106 | Wellington Total | | 66 | 69 | 67 | 65 |
| 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 |
| Dunedin Total | | 28 | 30 | 30 | 31 | Tauranga Total | | 8 | 9 | 10 | 9 |
| 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 | | | | | | |
| Hamilton Total | | 83 | 86 | 83 | 80 | Nelson Total | | 9 | 10 | 9 | 0 |
| Hawkes Bay | 30-39 | 1 | 1 | 1 | | | | | | | |
| | 40-49 | 2 | 2 | 2 | | | | | | | |
| | 50-59 | 4 | 5 | 3 | | | | | | | |
| | 60-69 | 1 | 1 | 3 | | | | | | | |
| Hawkes Bay Total | | 8 | 9 | 9 | 0 | NZBS Total | | 563 | 587 | 571 | 538 |

(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 |
| 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% |

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).

| Category | 2013/14 | | | |
|----------------------------------|--------------|-----------|---------------|---|
| | Terminations | | | |
| | 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 | |
| Total | 58.35 | 81 | 513.98 | |

| Category | 2012/13 | | | |
|----------------------------------|--------------|-----------|---------------|---|
| | Terminations | | | |
| | 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 | |
| Total | 50.85 | 63 | 507.93 | |

| Category | 2011/12 | | | |
|----------------------------------|--------------|-----------|---------------|---|
| | Terminations | | | |
| | 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 | |
| Total | 39.19 | 55 | 491.31 | |

| Category | 2010/11 | | | |
|----------------------------------|--------------|-----------|---------------|---|
| | Terminations | | | |
| | 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 | |
| Total | 49.91 | 64 | 467.42 | |

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:

| | Employees at 30 June 2011 | Employees at 30 June 2012 | Employees at 30 June 2013 | Employees at 30 June 2014 |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Average Length Of Service (years) | 6.9 | 7.4 | 7.9 | 8.5 |

Average Length of Service By Age:

| Average Length Of Service By Age (years) | Employees at 30 June 2011 | Employees at 30 June 2012 | Employees at 30 June 2013 | Employees at 30 June 2014 |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| 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:

| Average Length Of Service By Gender (years) | Employees at 30 June 2011 | Employees at 30 June 2012 | Employees at 30 June 2013 | Employees at 30 June 2014 |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| 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.

| FEMALE | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | TOTALS |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Departures by Age Group | | | | | | |
| 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 |
| TOTALS | 5 | 19 | 21 | 21 | 5 | 71 |
| MALE | 20-29 | 30-39 | 40-49 | 50-59 | 60-69 | TOTALS |
| Departures by Age Group | | | | | | |
| 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 | | | | | | |
| TOTALS | 1 | 1 | 3 | 3 | 2 | 10 |

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:

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

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 | | | |
| Total Female | 228,857 | - | 5,251 | - |
| Male | | | | |
| Less Than 1k | | | | |
| 1K - 10K | 4,568 | | | |
| 10K - <20K | | | | |
| 20K - <30K | 28,102 | | | |
| 30K - <40K | | | | |
| 40K - <50K | | | | |
| 50K - <60K | | | | |
| Total Male | 32,670 | - | - | - |
| TOTAL | 261,527 | - | 5,251 | - |

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 | |
| Total | | 22,601 | 97,605 | 128,214 | 13,107 |

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 | | | | | |
| Total | | 2,172 | 3,080 | | |

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 | | | |
| Total | | 26,312 | | 43,522 | | 54,697 | 7,386 | 37,113 | |

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

| Employees as at 30 June | | | | |
|--------------------------------|-------------|-------------|-------------|-------------|
| Salary Band (\$000) | 2011 | 2012 | 2013 | 2014 |
| 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 |
| Totals | 563 | 587 | 571 | 538 |

(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 |
| Totals | 436 | 127 | 563 | 453 | 134 | 587 | 446 | 125 | 571 | 411 | 127 | 538 |
| % Gender Sp | 77.44% | 22.56% | 100.00% | 77.17% | 22.83% | 100.00% | 78.11% | 21.89% | 100.00% | 76.39% | 23.61% | 100.00% |

(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 | |
| 70-79 Total | | 49 | 58 | 53 | 48 | | 50-59 | | 1 | 2 | |
| 80-89 | 30-39 | 3 | 1 | 5 | 5 | 60-69 | 1 | | | | |
| | 40-49 | 3 | 5 | 9 | 9 | 190-199 Total | | 1 | 1 | 3 | |
| | 50-59 | 8 | 9 | 9 | 9 | 200-209 | 40-49 | | | | 1 |
| | 60-69 | 3 | 5 | 6 | 7 | | 50-59 | 1 | | | 2 |
| 80-89 Total | | 17 | 20 | 29 | 30 | 60-69 | | 1 | | | |
| 90-99 | 30-39 | 2 | 1 | | | 200-209 Total | | 1 | 1 | 3 | |
| | 40-49 | 4 | 6 | 1 | 1 | 210-219 | 50-59 | | 1 | | |
| | 50-59 | | 2 | 4 | 4 | 210-219 Total | | | 1 | | |
| 90-99 Total | | 6 | 9 | 5 | 5 | 220-229 | 60-69 | | | 1 | 1 |
| 100-109 | 30-39 | | | | 2 | 220-229 Total | | | | 1 | 1 |
| | 40-49 | 2 | 2 | 5 | 2 | 260-269 | 50-59 | 1 | 1 | 1 | |
| | 50-59 | 3 | 1 | 1 | 1 | 260-269 Total | | 1 | 1 | 1 | |
| | 60-69 | | | 1 | 1 | 270-279 | 50-59 | 1 | | | |
| 100-109 Total | | 5 | 3 | 7 | 6 | 270-279 Total | | 1 | | | |
| 110-119 | 30-39 | | | 1 | | 280-289 | 50-59 | | 1 | | 1 |
| | 40-49 | 2 | | | 2 | 280-289 Total | | | 1 | | 1 |
| | 50-59 | 3 | 6 | 5 | 2 | 290-299 | 50-59 | | | 1 | 1 |
| | 60-69 | | | | 1 | 290-299 Total | | | | 1 | 1 |
| 110-119 Total | | 5 | 6 | 6 | 5 | Grand T Total | | 563 | 587 | 571 | 538 |

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.

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.

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 |
| Total | 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?

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|----------------------------------|----------------|----------------|----------------|----------------|
| <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.

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 polices does the Ministry, Crown Entity, government department or agency have in place for Official Information requests to be cleared by Ministers office?

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.

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?

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| 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.

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?

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.

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?

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.

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 polices 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

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.

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.

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?

See response to question 56

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.

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

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?

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| 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.

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?

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.

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?

| Financial Year | 2010/11 | 2011/12 | 2012/13 | 2013/04 |
|---|----------------|----------------|----------------|----------------|
| 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 |

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

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.

* 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.

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?

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

| Annual Leave (weeks) | Employees at 30 June each Financial Year | | | |
|---|---|-------------|-------------|-------------|
| | 2011 | 2012 | 2013 | 2014 |
| 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"

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?

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 m² | Rate per m² | Total | Area Occupied m² | Rate per m² | Total | Area Occupied m² | Rate per m² | Total | Area Occupied m² | Rate per m² | 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 |
| Auckland Region | 3,965 | 280.15 | 1,110,779 | 4,099 | 285.18 | 1,168,936 | 4,099 | 266.31 | 1,091,601 | 3,525 | 260.02 | 916,573 |
| 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 |
| Waikato Region | 1,648 | 244.91 | 403,604 | 1,648 | 242.03 | 398,861 | 1,648 | 239.78 | 395,161 | 1,648 | 239.78 | 395,161 |
| 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 |
| Central Region | 1,921 | 290.25 | 557,566 | 2,069 | 287.87 | 595,596 | 2,069 | 281.80 | 583,053 | 2,069 | 267.83 | 554,148 |
| 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 |
| Southern Region | 1,967 | 374.24 | 736,139 | 2,129 | 349.39 | 743,856 | 2,129 | 347.97 | 740,836 | 2,129 | 325.88 | 693,797 |
| Property Rental Totals | 9,501 | 295.56 | 2,808,088 | 9,945 | 292.33 | 2,907,249 | 9,945 | 282.62 | 2,810,651 | 9,371 | 273.15 | 2,559,679 |

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 400m² to the new premises that totalled 574m² 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 |
| Total | 335,173 |

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.

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:

- 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.

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:

- 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.

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:

- 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 rd 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.

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.

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 |
| Total | 743,487 | 683,403 | 515,166 | 495,412 |

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 |
| Total | 128,870 | Top 20 equates 51.7% of Total Domestic Spend |

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 |
| Total | 743,487 | 683,403 | 515,166 | 495,412 |

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 |
| Total | 210,506 | 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 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 |
| Leased Vehicles | | |
| 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 |
| Owned Vehicles | | |
| 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 |
| Total Cost | 244,082 | 167,579 | 69,966 | 129,585 |

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.

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:

| | Key project / policy initiative | Progress |
|----|---|---|
| 1 | Reduce NZBS Red Cell Expiry to <3% | ACHIEVED |
| 2 | Platelet Projects 2.1 Implement a 2 nd 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.

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

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.

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?

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 |

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.

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?

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 |
| Mi-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 |
| TOTAL | | | | | | \$495,545.00 | \$15,271.00 |

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 |
| Tota 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 = 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 = 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.*

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

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

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?

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

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?

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

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?

No savings or cuts were reprioritised in 2013/14.

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.

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*

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?

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.

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?

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

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?

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

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?

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.

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?

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

| Date | Description |
|----------|--|
| Oct 2010 | <i>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.</i> |
| Nov 2010 | <i>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.</i> |
| Jan 2012 | <i>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.</i> |
| May 2013 | <i>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.</i> |
| May 2013 | <i>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.</i> |

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.

| Gift item | Position of staff who accepted | Est value | Date received | Giftee |
|--|---------------------------------------|------------------|----------------------|---------------------------|
| <i>Flights, accommodation & 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 & 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.

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 squeezeie | 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.

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?

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

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?

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 | | | |
|----------------------|-----------------------------|------|------|------|
| | 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.

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.

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?

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

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?

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**

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

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.

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?

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.

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

| Challenges | Mitigations |
|---|--|
| <p>Blood Donor Panel size</p> <ul style="list-style-type: none"> - Ensuring there are donors with the right blood types who are eligible to donate - 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. | <ul style="list-style-type: none"> - 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. |
| <p>Donor Eligibility</p> <ul style="list-style-type: none"> - Challenge presents typically during the winter season where many donors are sick and unable to donate. - In addition donors must wait a specified timeframe after being sick before donating again, so the available panel size is affected by this. | <ul style="list-style-type: none"> - Recruitment campaigns as per above. - 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) - Campaigns in CRM system to only call up donors who are eligible. |
| <p>Operational Factors</p> <ul style="list-style-type: none"> - Opening hours - Mobile blood drive venues - suitability, or being cancelled due to other events - Managing cost per donation | <ul style="list-style-type: none"> - 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.) - Staff responsible for arranging mobile venues maintaining good relationships with the venue coordinators and educating them on our essential service. - 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. |
| <p>Donor education about appointments to donate</p> <ul style="list-style-type: none"> - 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. | <ul style="list-style-type: none"> - 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. |
| <p>Collection requirements change</p> <ul style="list-style-type: none"> - Red cell demand decreasing - Plasma demand increasing | <ul style="list-style-type: none"> - 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. |

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| | <ul style="list-style-type: none"> - Focus on converting donors to plasma within centres that take plasma donations, including mobile blood drives nearby. |
| <p>Logistics</p> <ul style="list-style-type: none"> - 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. | <ul style="list-style-type: none"> - 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 |
| <p>Expiry</p> <ul style="list-style-type: none"> - Maintain and reduce expiry of blood products to save cost and honour the donation given by the donor | <ul style="list-style-type: none"> - 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. |

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