

NATIONAL BLOOD AUTHORITY AUSTRALIA

Corporate Plan

2025–26 to 2028–29



Saving and improving Australian lives through a world-class blood supply

The National Blood Authority acknowledges the Traditional Owners and custodians of country throughout Australia and acknowledges their continuing connection to land water and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



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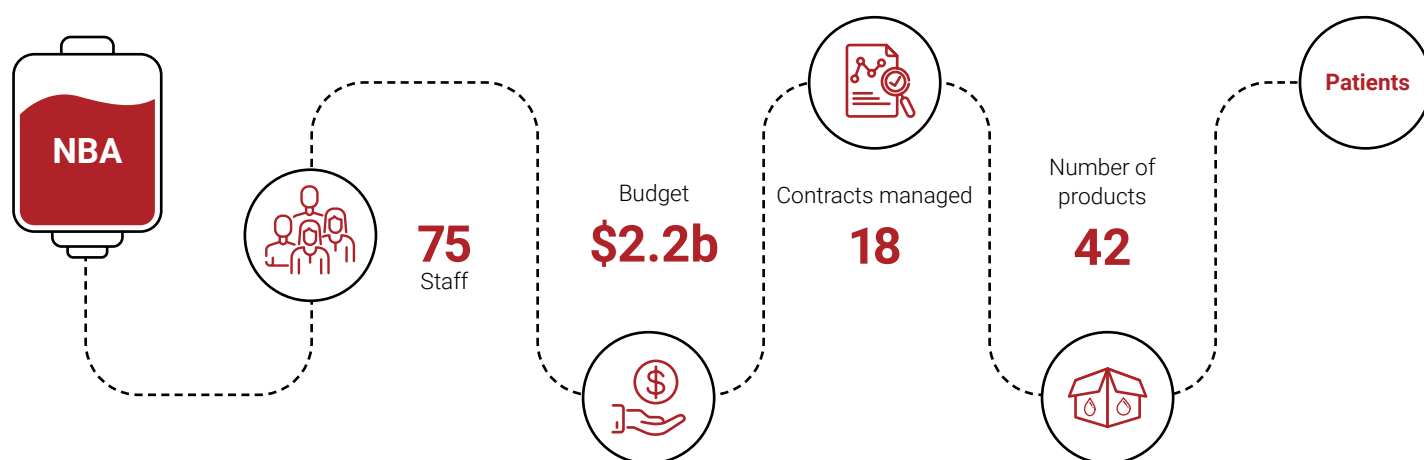
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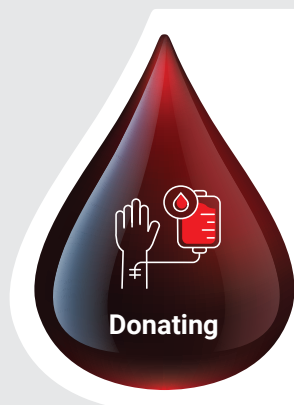
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Saving and improving Australian lives through a world-class blood supply.



Year at a glance

Snapshot of the blood sector in 2024–25



568,073

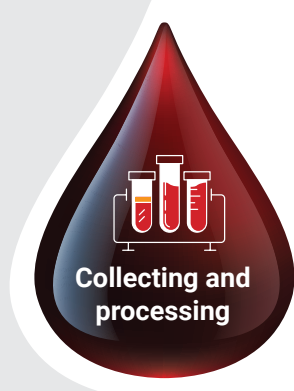
donors

223,941

plasma donors

1,672,293

blood donations



905

tonnes of plasma collected

81

fixed collection sites

5

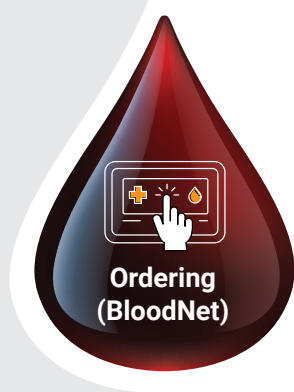
manufacturing centres

4

testing centres

18

contracts managed by the NBA for the supply of products



221,856

BloodNet orders

608

(average) orders per day

2,746,580

units received by BloodNet facilities

207

laboratories interfaced with BloodNet

100%

national uptake of BloodNet fate module



\$775.9m

fresh blood components

\$4.8m

diagnostic reagents

\$967.1m

plasma-derived and recombinant products

709,471

units of red blood cells issued

160,125

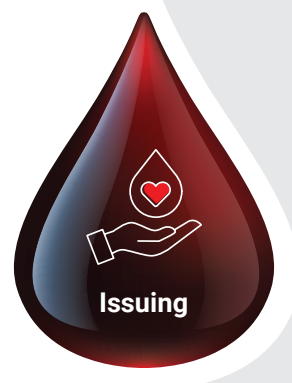
units of platelets issued

4,201,650

grams of domestic Ig issued

5,683,137

grams of imported Ig issued



8,483

patients registered
in ABDR

5.5

days average age of
red blood cells at issue

7,966

discards of
red blood cells

640

guideline publications
distributed

946,915

registered users of
BloodSafe eLearning



2,097

patients receiving products
for bleeding disorders

28,650

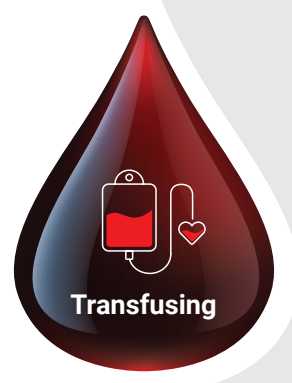
patients receiving
Ig products

1,066

facilities issued
blood in BloodNet

63

product groups provided under
the national blood arrangements



\$1,752.5m

government funding for
product supply

\$79.4m

savings to governments

\$14.9m

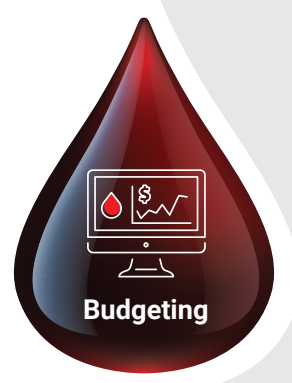
operational funding

-4.3%

variance between actual and estimated
demand for the supply of blood and products

\$818m

funding returned to governments
over the past 10 years



Message from the Chief Executive



2025–26 marks an important period for the National Blood Authority (NBA) as we continue to strengthen Australian’s national blood arrangements. Since its establishment in 2003, we have worked with governments, suppliers, clinicians, and patients to ensure Australians have access to safe, secure and world class blood and blood products.

This year, we face a complex and evolving environment. Global supply pressures, rising demand, changing donor dynamics and increasing costs continue to challenge the sector. The NBA’s Corporate Plan outlines our strategies to address these issues while delivering value for governments and the best possible outcomes for patients.

A reliable supply of blood and blood products is essential to Australia’s healthcare system. These products support a wide range of medical treatments, from cancer care and surgery to trauma and chronic conditions like haemophilia. Governments collectively invest more than \$2 billion each year to ensure these life-saving products are available without direct cost to patients through health providers.

As the national agency that administers Australia’s national blood arrangements, the NBA manages

contracts for both domestic and imported blood products and services. We operate in a specialised global market with only a limited number of organisations that collect blood and plasma or manufacture these critical products.

To ensure a reliable supply across Australia, we work closely with key partners. The Australian Red Cross Lifeblood (Lifeblood) is responsible for collecting and managing fresh blood and plasma, while CSL Behring processes donated plasma into specialised therapies under the National Fractionation Agreement for Australia (NaFAA). The NBA also manages arrangements with other suppliers to source imported products not manufactured locally, ensuring patients have access to the full range of treatments they need.

On 27 March 2025, the NBA extended its Deed of Agreement with Lifeblood for a further three years, securing continuity of fresh blood supply while planning begins for future arrangements. In 2025-26, we will support Lifeblood's efforts to grow and diversify the donor panel, expand collection centres, and promote donation through targeted campaigns. We will also support the implementation of the Plasma Pathway, launched in July 2025, which removes sexual activity-based deferrals for most plasma donors, and prepare for the introduction of Gender-Neutral Assessments.

Planning is also underway to prepare for the expiry of the NaFAA on 31 December 2026. This agreement is critical to the manufacture and supply of plasma-derived therapies from Australian donations.

Commercial procurement activities will continue in 2025-26 following the establishment of nine new agreements in 2024-25. These contracts have been modernised to meet current Commonwealth procurement standards and support improved contract management. Transition arrangements for these products will be implemented over the coming year.

We will also continue to ensure appropriate access to immunoglobulin for patients who are most likely to benefit from this therapy. This includes motoring usage, refining access criteria based on the latest evidence, and finalising a new framework to guide decision-making in the event of significant supply interruptions.

In response to rapidly evolving technologies, we will assess applications for new products and services for governments to consider including on the National Product Price List. New research grants will be established to support improved clinical practice in patient blood management and immunoglobulin use. We will also continue to monitor national and international developments that may impact the blood sector, including technological, clinical and supply chain risks.

Our contribution and advice to the Commonwealth's Review of the National Blood Arrangements will continue into 2025-26. This work is essential to ensure the arrangements remain contemporary, fit for purpose, and responsive to the evolving needs of the health system, donors and patients.

The Patient Blood Management (PBM) program supports the safe and appropriate use of blood and blood products by providing clinicians with accessible, up-to-date information. In 2025-26, the PBM team will continue implementing the National Haemovigilance Program, including a review of the feasibility of a national antibody register and updates to reporting arrangements. The team will also progress updates to the PBM Implementation Strategy, deliver the BloodSAFE eLearning program, and establish a sustainable process for developing clinical guidelines.

In 2024-25, the NBA began reviewing the National Blood Supply Contingency Plan with support from jurisdictional partners. The work will continue into 2025-26, alongside planning for sector-wide exercises and simulations.

The NBA will continue to work with all jurisdictions on supply planning and forecasting to ensure the sector is prepared to meet future demand and manage costs effectively. We are progressing initiatives with jurisdictions to improve demand forecasting, data use and inventory management. Following the successful rollout of new technology, we will embed these tools by replacing manual reporting and expanding our use of modern data tools.

We will continue to adopt new technologies to improve productivity and digital workflows. Key focus areas include expanding the use of new tools and exploring further opportunities through the appropriate take-up of artificial intelligence (AI).

A new fleet of laptops will be delivered early in the year, and we will complete the transition to cloud-based ICT infrastructure. A refreshed ICT Strategy will also be developed to guide future improvements, including modernising records management and progressing work on new Blood Sector Systems.

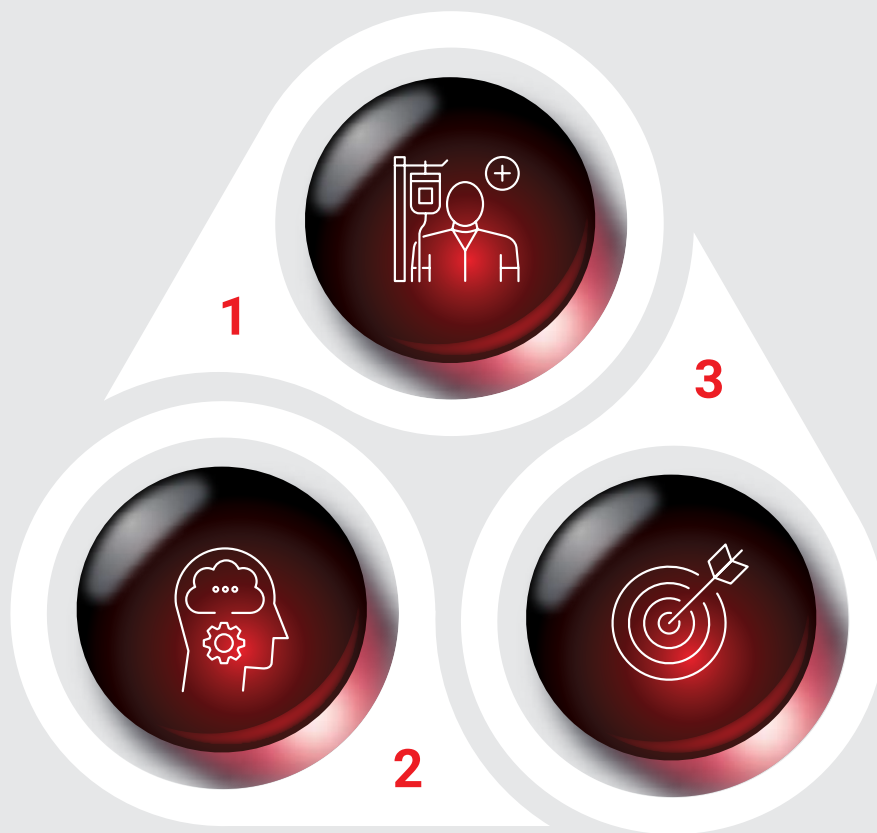
This will be my final Corporate Plan as Chief Executive of the NBA. It has been a privilege to lead the agency over the past nine years and to work alongside dedicated colleagues and sector partners. I am confident the agency will continue to deliver on its mission under new leadership, supported by its experience and professional team, strong governance, and enduring partnerships across the sector.

The NBA remains committed to working collaboratively with all stakeholders to ensure Australia's national blood arraignments continue to meet the needs of patients, the health system, governments, and the community.

John Cahill

Chief Executive

National Blood Authority Australia



1. Our vision and purpose

To save and improve Australian lives and patient outcomes through a world-class blood supply.

2. Strategies

- ◆ Provide a safe, secure and affordable supply of blood and blood-related products and services.
- ◆ Drive performance improvement in the Australian blood sector.
- ◆ Promote best practice in managing and using of blood and blood-related products and services.
- ◆ Develop and provide policy advice on the sustainability of the blood sector.
- ◆ Be a high-performing organisation.

3. Our outcome

Access to a secure supply of safe and affordable blood products, including through national supply arrangements and coordination of best-practice standards within agreed funding policies under the national blood arrangements.

This outcome is approved by the Commonwealth Government and included in the Commonwealth Portfolio Budget Statements as the basis of funding appropriated to the NBA by Parliament.

The NBA

Our authority

The National Blood Authority (NBA) was established by the *National Blood Authority Act 2003* (NBA Act) after the National Blood Agreement was signed by all Australian Health Ministers in 2002. The NBA has a range of corporate and compliance responsibilities under the NBA Act, the *Public Governance, Performance and Accountability Act 2013* and the *Public Service Act 1999*. It is also responsible for meeting ministerial, parliamentary and financial reporting requirements.

Our Corporate Plan

The NBA Corporate Plan outlines what we intend to deliver over the next four years, including key priorities and activities. It reflects the advice and work of NBA consultative, technical and expert committees. These committees represent stakeholders including governments, suppliers, health professionals, patients, non-government organisations, the NBA Board and NBA staff.

The Corporate Plan aligns with policies and guidance including:

- regulatory and legislative requirements
- the Statement on National Stewardship Expectations for the Supply of Blood and Blood Products
- the National Safety and Quality Health Service Blood Management Standard and associated tools
- the National Policy: Access to Government-Funded Immunoglobulin Products in Australia
- the Criteria for the Clinical Use of Immunoglobulin in Australia
- evidence-based clinical practice guidelines
- national strategies and programs endorsed by governments under the National Blood Agreement
- the policy framework for Australian Government health technology assessments.

Our work

The NBA manages and coordinates arrangements for the supply of blood, blood products and blood services on behalf of all Australian governments in line with the National Blood Agreement.

The main objectives of the National Blood Agreement are:

- to provide an adequate, safe, secure and affordable supply of blood products, blood related products and blood related services in Australia
- to promote the safe, high-quality management and use of blood products, blood related products and blood related services in Australia.

To achieve these objectives, the NBA:

- works with all Australian governments to determine the clinical requirements for blood and blood-related products
- develops and manages the National Supply Plan and Budget each year
- negotiates and manages national contracts with suppliers of blood and blood-related products
- assesses risks to the blood supply and develops contingency plans
- supports the work of all Australian governments to improve the way blood products are governed, managed and used
- develops and supports strategies and programs to improve the safety, quality and effectiveness of blood usage, particularly through national standards, guidelines, and data capture and analysis
- provides expert advice to government, including on emerging risks, developments, trends and opportunities
- evaluates proposals for blood sector improvements, including new products, new technologies and system changes
- helps all Australian governments to consider key issues in line with the National Blood Agreement.

Our planning

The NBA pursues its vision through three objectives, five strategies and nine programs, as summarised in the following planning framework.

Legislative and Policy Environment



- *National Blood Authority Act*
- *Public Governance, Performance and Accountability Act*
- *Public Service Act*
- *Auditor General Act*
- National Blood Agreement (for the Australian Blood Sector)
- Ministers' Stewardship Statement (for health providers)
- Ministers' Statement of Expectations (for Lifeblood)
- Domestic Supply Policy
- Onshore Fractionation Policy
- Overseas Supply Policy
- NBA Corporate Plan

Objectives



1

Secure the supply of blood and blood products

2

Improve risk management and blood sector performance

3

Promote the safe and efficient use of blood and blood products



Horizon-scanning

Strategies



- Provide a safe, secure affordable supply of blood and blood related products and services
- Drive performance improvements in the Australian blood sector
- Be a high-performing organisation
- Promote a best practice model of the management and use of blood and blood-related products and services
- Develop policy and provide policy advice on the sustainability of the blood sector

Programs



- National Supply and Funding
- National Risk Assessment and Management
- Immunoglobulin Governance
- National Guidelines Development and Implementation
- National Supply Efficiency and Wastage Reduction
- Information Management and Technology
- Blood Sector Knowledge Development
- Research and Development
- Corporate Governance and Management

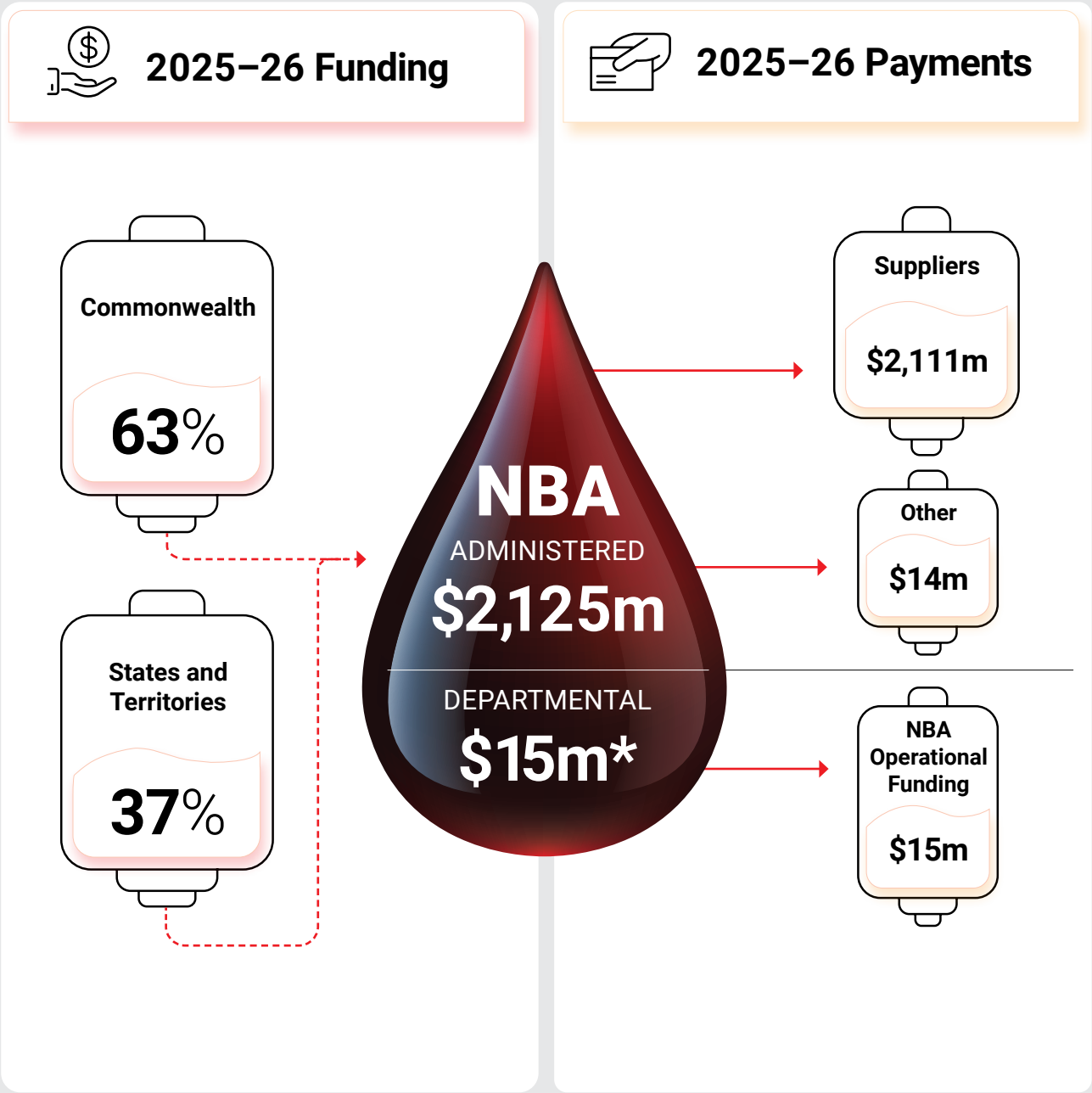
Operations



- NBA Business Plan
- NBA Risk Management Plan
- NBA Individual Performance Plans
- NBA Corporate Plan
- Portfolio Budget Statements

Our funding

Australia’s national blood arrangements are jointly funded by all Australian governments, with the Commonwealth Government providing 63% of funding and the states and territories 37%.



*Departmental \$15m is rounded.

National Supply and Budget

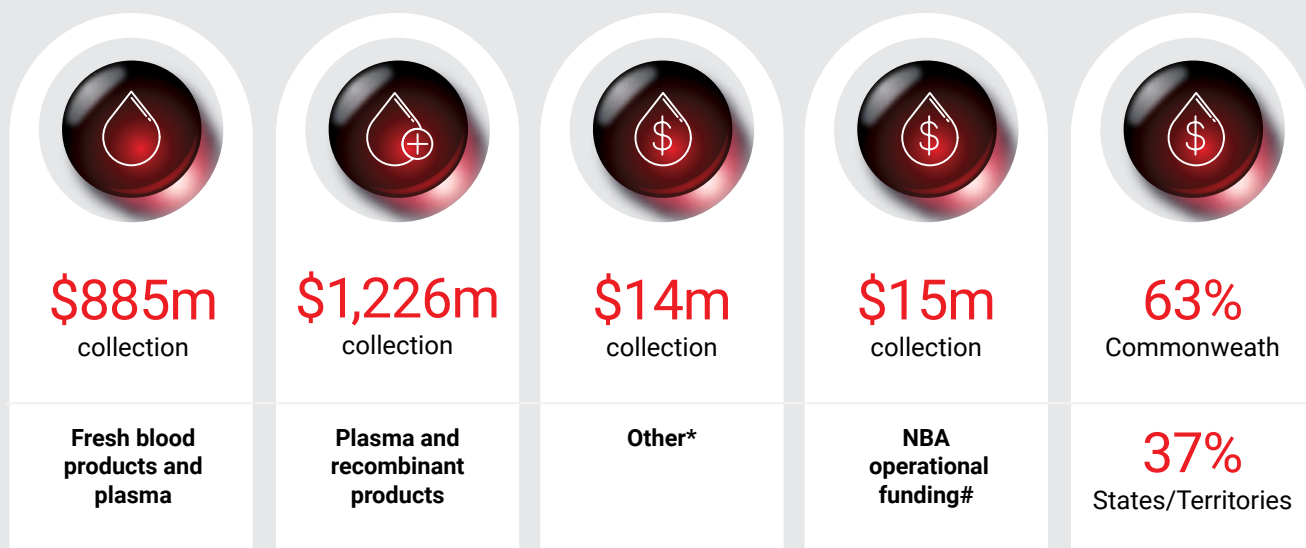
The NBA is responsible for annual supply and demand planning and budgeting to ensure an adequate and affordable supply of blood and blood-related products. We develop a National Supply Plan and Budget (NSP&B) each year. Based on consultation with clinicians, patient groups and state and territory governments, the NSP&B:

- estimates the volumes and types of products that patients will need
- budgets for the costs of buying these products from suppliers.

We work with all Australian governments to agree the NSP&B and obtain approval from all Health Ministers.

National Supply and Budget 2025–26

\$2,140m



*Funding for specific activities, eg BloodSafe eLearning Australia, Australian Defence Force blood products, etc.

#Departmental \$15m is rounded.

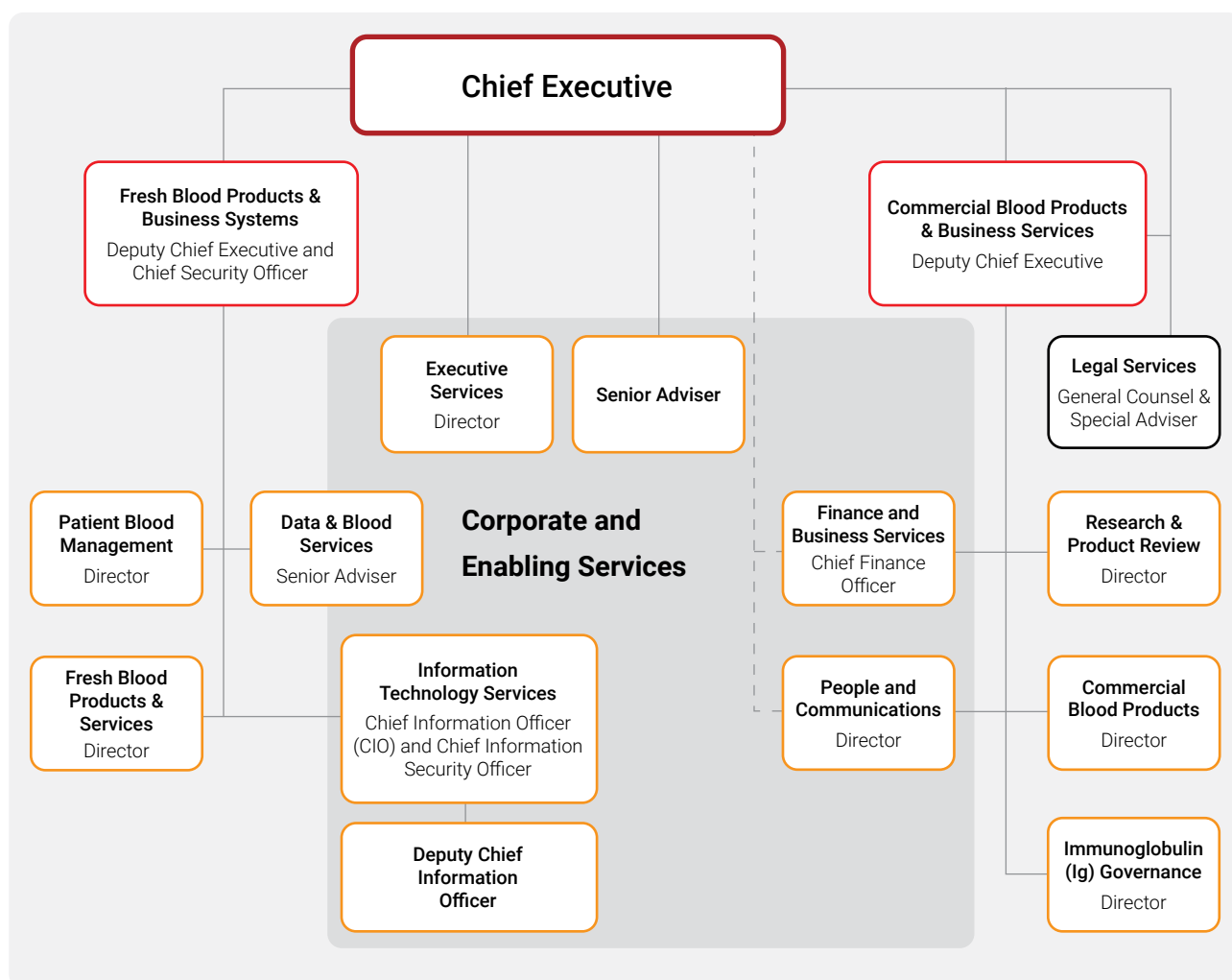
Operating context

Organisational structure

The NBA has two main groups:

- Commercial Blood Products and Business Services
- Fresh Blood Products and Business Systems.

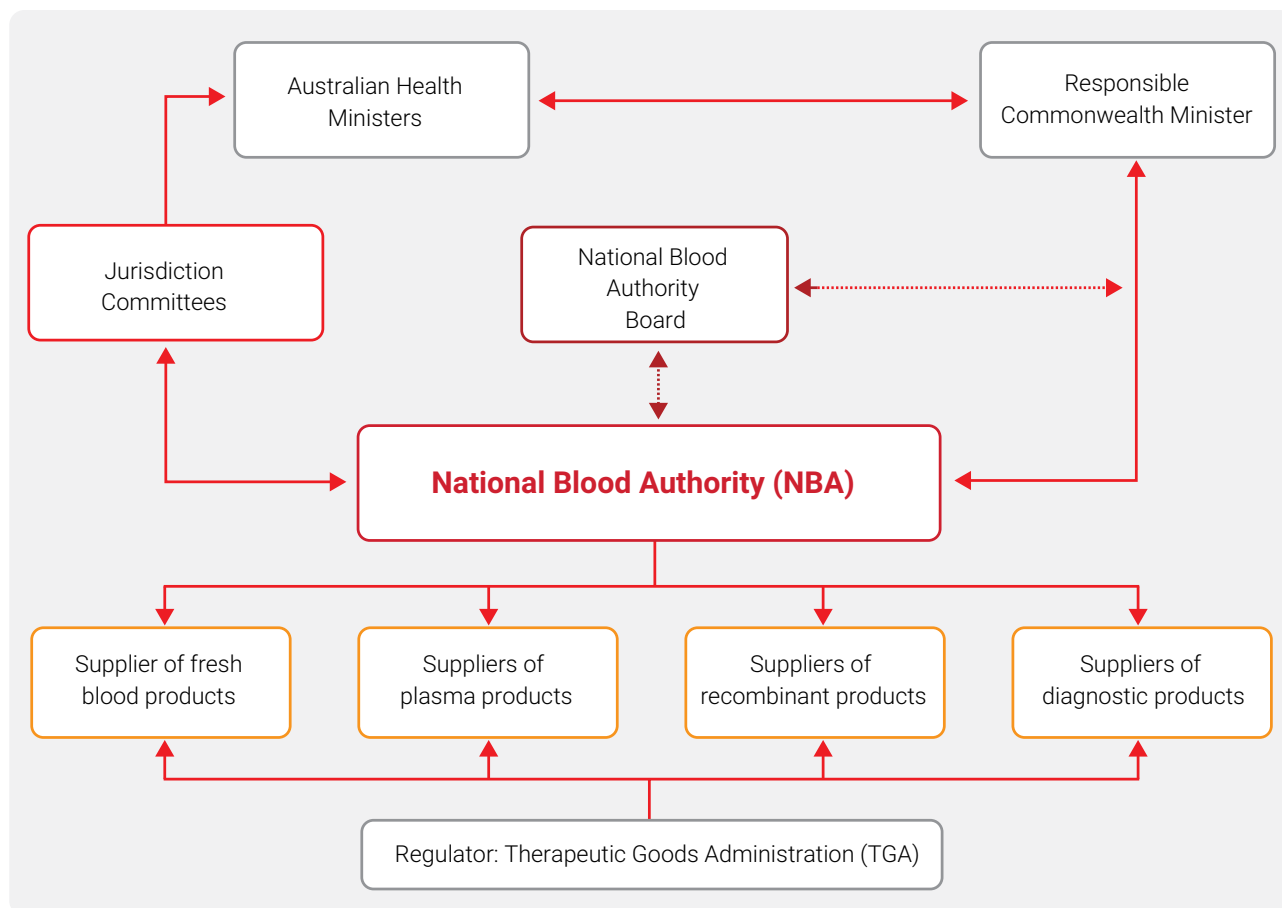
Both groups have program and business responsibilities and are led by a Deputy Chief Executive. A small Executive Service supports the Chief Executive (the General Manager in the NBA Act), and Deputy Chief Executives.



Governance

Blood Sector Governance

The key governing bodies in the Australian blood sector and their roles and relationships are summarised below.



NBA Board

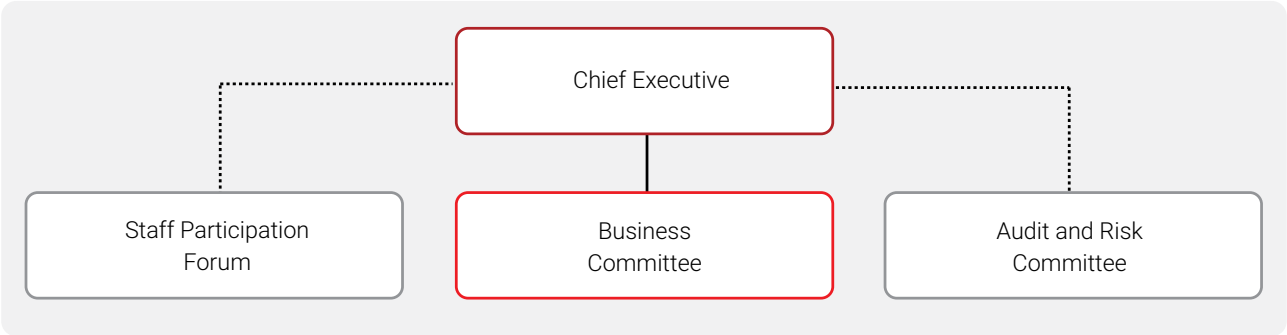
The Board was established under the NBA Act to advise the Chief Executive on the performance of the NBA's functions. It is therefore principally an advisory body with no formal decision-making or governance responsibilities in relation to the day-to-day management of the NBA.

The Board usually meets quarterly to consider key issues for the blood sector and the NBA.

Board Members also engage with stakeholders to strengthen relationships, promote the NBA and contribute generally to our work. Some members chair or participate in NBA advisory and governance committees on specific issues where their particular expertise is valuable.

NBA Governance

Three committees assist the Chief Executive with corporate governance and administration.



Business Committee

The Business Committee is the main governance body for the NBA. It provides strategic oversight and direction for the overall management of the NBA. This includes our business, finance, human resources, technology, audit, risk, information management and corporate activities.

Audit and Risk Committee

The Audit and Risk Committee advises the Chief Executive on strategies to improve governance and risk management. It helps to plan and conduct the internal audit program, and supports financial and legislative compliance. Its members are independent experts from outside the NBA.

Staff Participation Forum

The Staff Participation Forum is established under the NBA Enterprise Agreement and provides a formal way for NBA management to consult directly with employees about significant employment matters. The forum comprises staff representatives, management representatives and a work health and safety representative.

Collaboration

The NBA manages a national blood system that needs to:

- represent evidence-based clinical practice
- respond to patient needs
- ensure a safe, secure, adequate and affordable blood supply.

To achieve this we need to collaborate with governments, suppliers, public and private health services, health professionals, patients and non-government organisations. In particular, we maintain these relationships through:

- jurisdictional committees
- advisory committees
- contracts with suppliers of blood and blood products
- consultation with health professional bodies
- consultation with patient groups.

An important vehicle for engaging with governments in relation to policy development, funding arrangements and other issues related to the national management of the blood sector is through the Jurisdictional Blood Committee. This committee is established by the National Blood Agreement and is chaired by the Commonwealth and includes representatives nominated by all governments.

The generous time and effort of clinical experts, community representatives and others who contribute to the NBA's work



The requirements of the NBA Act and the National Blood Agreement

Effective national contract arrangements and associated partnerships

Governance and organisational arrangements across the health sector

Advisory Committees

The NBA Chief Executive has established four key advisory committees under section 38 of the NBA Act:

- ♦ National Immunoglobulin Governance Advisory Committee
- ♦ Haemovigilance Advisory Committee
- ♦ Patient Blood Management Advisory Committee
- ♦ Australian Bleeding Disorders Registry Steering Committee.

These committees provide advice and assistance on the NBA's key functions and programs.

We also seek advice and assistance from stakeholders and experts through other committees, working groups and consultation processes.

Suppliers of Blood and Blood Products

The NBA negotiates and manages contracts with suppliers to ensure a secure supply of blood and blood products and services that meets the forecast demand. Under these contracts:

- ♦ Lifeblood is responsible for collecting whole blood and plasma to meet clinical demand according to agreed targets
- ♦ Lifeblood supplies plasma to CSL Behring for fractionation to produce other therapeutic products
- ♦ several biopharmaceutical companies are responsible for supplying imported blood products in cases where;
 - the products are not produced in Australia
 - Australian suppliers cannot meet demand for the products.

Contracted suppliers must deliver:

- ♦ adequate supply to meet Australian requirements
- ♦ product support to stakeholders in the healthcare system
- ♦ security measures including product reserve holdings required by the NBA.

To supply new products or variations of existing products, they need to apply to the NBA and provide supporting evidence.

Health Professionals

Health professionals provide the NBA with expert opinions, advice and guidance on:

- ♦ demand and supply planning
- ♦ clinical governance
- ♦ demand management and access to products.

They also contribute significantly to developing and implementing guidelines and criteria for access to and use of blood products.

The NBA seeks involvement of health professionals through colleges and societies that represent specialist areas of clinical practice. We also provide systems and product support to improve health professionals' access to and use of blood products.

Patients

Patients who need blood products and the representative organisations that support them are important stakeholders for the NBA. They provide valuable advice as members of NBA committees and through other consultation methods.

Our work is informed by and responsive to the needs of patients and the broader community.

Challenges and opportunities

The NBA operates in a global market where the demand for blood and related products often exceeds supply.

To ensure an adequate, safe, secure and affordable supply of blood and blood-related products, we need to anticipate challenges and pursue opportunities. We need to monitor and respond to:

- the clinical environment
- conditions affecting demand for blood and blood products
- supply dynamics
- new and evolving products and services
- changes in product usage
- the state of clinical knowledge and of research and development.

In setting our priorities we consider the environment and assess future economic, financial and policy factors that may affect our work. We engage with a wide range of current and potential suppliers in Australia and overseas. To help us assess challenges and opportunities, we consult with experts, analysts, clinical professionals and researchers, patient groups, industry associations and governments.

Product demand and supply

The NBA works with all Australian governments to determine the clinical demand for blood and blood-related products. We then negotiate and manage national contracts with product suppliers to meet the demand. Following the global disruption to blood donations and the supply of plasma-derived products due to COVID-19, we continue to see improvements in supply. However, in Australia, blood inventory levels do remain volatile, and the NBA works closely to monitor these.

Challenges

- High global demand for products affects the availability and price of imported products for Australia
- Changes in donor behaviour affecting the size of the donor panel (people who voluntarily donate blood and plasma) and number of donations collected
- Conversions of plasma donors to whole blood donations to support inventory in times of need, and to protect supply during natural disasters
- New diseases, new clinical indications and population changes increasing the demand for blood and blood products
- Significant variability in the use of blood and blood products creating uncertainty in demand and costs
- Need for better information, data and analysis to support better understanding and responses
- New and improved technologies requiring early advice on funding pathways
- Managing the size and composition of the donor panel to ensure ongoing supply
- Level and range of blood inventory held by health providers, and shelf-life management issues
- Supply tensions because of increased global demand continuing post pandemic, and emerging policy uncertainties from supply sources external to Australia
- Complex requirements related to managing multiple suppliers for imported blood products
- Limited scope to further reduce wastage of blood and blood products through better inventory management and supply chain practices
- Regional hospital inventory management and the aging population in Australia present challenges in fluctuating and changing product usage patterns
- Changing health system policies.

Opportunities

- ◆ Embed current clinical guidelines and criteria for appropriate use of blood and blood products into clinical practice
- ◆ Support health technology assessments and product utilisation reviews to promote appropriate, effective and cost-effective use of blood and product products
- ◆ Conduct timely health technology assessments to encourage development of products and services that improve treatment, access and outcomes
- ◆ Support translation of research findings into policy and advice on use of blood and blood products
- ◆ Support actions to increase plasma collection in Australia
- ◆ Encourage measures to increase the size and diversity of the donor panel, so that the panel aligns with the needs of the Australian community
- ◆ Respond to a tight global market for immunoglobulin by using multiple suppliers with diverse supply arrangements
- ◆ Use better tools to allocate product supply across patients, conditions and regions
- ◆ Keep clinical guidelines up to date, considering new research and evidence and covering all relevant products and clinical contexts
- ◆ Increase awareness of clinical guidelines through better and more targeted communications
- ◆ Direct research to develop knowledge supporting more effective and efficient use of blood products, and understanding barriers to blood donation
- ◆ Make the process for assessing blood supply change proposals more transparent by developing clearer guidance material for applicants
- ◆ Review opportunities to increase the products available under current contract arrangements
- ◆ Consider emerging products and therapies.

Data and systems

The blood sector information and communications technology (ICT) systems that the NBA operates are at or near end-of-life. Their structure is complex, which increases the time and cost to improve them. The NBA's ICT Strategy recognises these issues. It outlines the principles and activities that will enable us to deliver the next generation of digital systems.

The ICT Strategy also identifies increasing corporate capability as a key priority to support a modern workplace, improve digital processes and raise skill levels.

The NBA will design and implement new systems and processes to provide the data capture and access required to effectively support blood sector and business operations, information, analysis and reporting.

Challenges

- ◆ Securing resources (including funding) to modernise and redevelop ICT systems will require significant investment by governments
- ◆ Integration of NBA data with internal and external systems and facilities needs to be accelerated through interfaces such as those being implemented between NBA systems and health provider systems
- ◆ The NBA needs to continue to invest in new data analysis and reporting tools to inform product assessments and utilisation reviews.

Opportunities

- Improve analysis of product utilisation through better access to good-quality data
- Gain access to hospital-level data to better inform demand forecasting and supply management
- Finalise the NBA Data Strategy 2025–28 to identify potential improvements for data capture, standards and governance frameworks
- Use the Data Strategy findings to inform the Data Improvement Program on how to raise the quality and consistency of data collection, management and analysis
- Explore linkages with other data sources
- Implement the ICT Strategy to focus on modernising the systems we provide, improving data quality and availability and improving how we exchange data with partners
- Continue to modernise the NBA's working environment by increasing corporate capability and improving digital and data skills
- Work with patients and healthcare providers to keep improving data collection to inform consideration of potential performance improvements
- Work with suppliers to enable more robust data sharing to assist with supply planning
- Redevelop systems and consider data linkages to enable further insight into blood product use and patient outcomes
- Adopt of new technologies to support efficiency and productivity of our workforce.



Supply

Work with suppliers to enable more robust data sharing to assist with supply planning

Products

High global demand for products affects the availability and price of imported products for Australia



Manufacturing

Complex requirements related to managing multiple suppliers for imported blood products

Systems

Changes in donor behaviour affecting the size of the donor panel (people who voluntarily donate blood and plasma) and number of donations collected



Risk management

The NBA gives high priority to identifying and managing issues that may pose a risk to the Australian blood sector, particularly those relating to supply security. Our Risk Management Framework outlines:

- what the risks are
- how we oversee and govern risk
- how we decide who is best placed to manage different types of risks.

At a higher level, risk management is a regular topic for reporting and discussion at meetings of the Business Committee, the Audit and Risk Committee and the Board.

The high level enterprise risks that the NBA actively monitors and the associated mitigation measures are as follows:

 Risk	Mitigation measures
Interruption of supply	<ul style="list-style-type: none"> • Contracts in place and actively managed • Supply and demand monitored • Engagement with clinicians, suppliers and other stakeholders • Horizon scanning by NBA and external stakeholders • Interface with Office of Health Protection and Response (OHP&R) and the Communicable Disease Network of Australia (CDNA) • National Blood Supply Contingency Plan (NBSCP) in place
Failure to appropriately consider evolving products and services	<ul style="list-style-type: none"> • Engagement with clinicians, suppliers and other stakeholders • Media monitoring and research journal scanning by NBA and external stakeholders • Active support for evidence based Health Technology Assessments (HTA) • Contract management and procurement
Supply of products or services becomes unsustainable	<ul style="list-style-type: none"> • Effective tendering, contract negotiation and management • Supply diversity • Demand management programs and systems • Active support for evidence based Health Technology Assessments (HTA) • Financial risk mitigation through Comcover and National Managed Fund (NMF) • National Blood Supply Contingency planning
Loss of confidence or reputation	<ul style="list-style-type: none"> • Maintain engagement with jurisdictions, clinicians, patient representatives, suppliers and other stakeholders • Close executive management of public profile • Sound NBA governance, including Fraud Control Plan • Evidence based decisions and advice • Continue to deliver against strategies
Major system compromise or failure	<ul style="list-style-type: none"> • Robust systems maintenance and development processes • Effective program and project management • IT security, firewalls, and backup systems • Business Continuity Plan, IT Disaster Recovery Plans, Fraud Control Plan and NBSCP • Staff expertise, training and development
Insufficient resources to discharge operational functions	<ul style="list-style-type: none"> • Sound budgeting process and resource management • Workforce planning and training • Appropriate remuneration and expertise • Business Continuity Framework (BCF) in place

The Business Committee regularly reviews a wide range of operational risks. We use a quarterly performance scorecard to report on and track the status of these risks and our strategies and controls to mitigate them. This scorecard is also shared and discussed at the Board and Audit and Risk Committee.

National Blood Supply Contingency Plan

The NBA has a responsibility to establish and manage contingency and risk mitigation measures in relation to the national blood supply. This is to ensure patients in Australia have access to an adequate, safe and secure supply of blood and blood products. The National Blood Supply Contingency Plan (NBSCP) is a plan agreed by governments. It gives the NBA and the blood sector a framework to enable a coordinated national response to supply risks.

The NBA commenced a review in 2024-25 that will continue in 2025-26 with the update of the plan to take account of issues and developments in emergency management arrangements arising from the management of the COVID-19 pandemic.

Blood Safety Risk Management

Responsibility for producing safe and effective blood products rests with the manufacturers of those products. All blood and blood products, whether Australian or imported, must meet strict standards. The Therapeutic Goods Administration is responsible for regulating products and setting production standards for the Australian blood sector.

We ensure that all NBA contracted suppliers of blood and blood products and services meet these standards as part of their contract with us. We also monitor international developments and trends.

In addition, Australia has several standards and principles to ensure that blood and blood products are safe and effective. These include pre-market assessments and testing and auditing measures for blood and blood products and manufacturers.

Fraud and Corruption

The NBA has a Fraud and Corruption Control Plan that is consistent with the *Public Governance, Performance and Accountability Rule 2014* (section 10). The plan outlines how we deter, prevent, detect and respond to fraud and corruption. This is a key part of our strategy to ensure proper use and management of public money.

The Fraud and Corruption Control Plan is part of our Fraud and Corruption Control Framework. The framework includes a range of strategies to manage the risk of fraud. These include fraud risk assessments, staff awareness and training, incident procedures and regular reporting.

Business Continuity Framework

The NBA has a Business Continuity Framework to ensure that its critical business processes, key projects and corporate functions can continue during a business disruption. This framework includes a range of recovery plans. The Business Continuity Framework and specific business continuity planning processes are tested and updated through regular reviews and as part of any business disruption debrief.

Cyber security

The NBA is actively monitoring and improving its cyber threat resilience. We have been working closely with the Australian Cyber Security Centre and partners to manage the ongoing cyber security risks to government agencies and systems. This engagement has resulted in significant improvements to the NBA's cyber security posture. It has informed our ongoing work in mitigating the risks to our ICT environment from existing and evolving threats. The NBA will continue to focus on cyber security risk mitigation and will actively consider this in our Business Continuity Plan.



Capability

Our values

In delivering our business, the NBA embraces the Australian Public Service (APS) Values.

- We will exercise **stewardship** by building capability and institutional knowledge and supporting the public interest now and into the future, and by understanding the long-term impacts of what we do.
- We are **impartial** and objective and we use the best available evidence to inform decisions and advice in the best interests of patients, the blood sector, governments and the community more broadly.
- We are **committed to providing the best service** possible by being highly professional, agile, innovative and efficient and through working collaboratively with all stakeholders to develop, monitor and improve national networks and systems for improved clinical awareness and practice in the use of blood and blood products.
- We are open and **accountable** for what we do to manage and support Australia's national blood arrangements.
- We are **respectful** and value diversity.
- We demonstrate **ethical conduct** and leadership and we act with integrity to achieve our vision and fulfil our purpose.

Our people

The NBA trusts and empowers staff to be accountable for delivering their programs in an environment that is highly dynamic and challenging. We promote a culture of diversity, agility, resilience, enthusiasm and leadership, with a strong work ethic.

As with the broader APS, the NBA is operating in a competitive environment with increasing demand for a wide range of skills and capabilities. Over the past few years, we have invested strongly in our core APS workforce. As key programs of work have become enduring functions of the NBA, we have converted

previous contractor roles into APS roles. This has contributed to the increased staff numbers agreed in the 2025–24 Budget.

Over the next four years we will continue to strengthen and invest in the capability of our APS workforce and limit the use of external resources to optimise organisational performance, as well as meet the objectives of the APS Strategic Commissioning Framework.

Due to significant action in reducing our reliance on outsourced expertise in recent years, including successfully reaching and exceeding previous conversion targets, the NBA does not have a specified target this year.

The NBA will focus on:

- recruiting, developing and retaining our people, expertise and talent
- evolving our attraction, recruitment and retention strategies to support the delivery of our objectives
- continuing to invest in strengthening our capabilities, including our leadership, contract management and procurement, digital and data capabilities to support our changing work environment
- expanding an ongoing core workforce that better matches the current responsibilities and current expectations of funding governments and stakeholders
- building and maintaining a supportive workplace culture where staff are actively engaged in developing adaptive, innovative, collaborative, and flexible work practices
- building a strategic approach to internal and external communications which strengthens our ability to engage with stakeholders, achieve our outcomes, communicate our achievements and ensure that the community recognises our contribution to the blood sector.

Technology and infrastructure

The NBA operates a range of ICT systems. These systems enable us to provide a safe, secure and affordable blood supply for all Australians.

The NBA's ICT Strategy guides our investment in ICT functionality. It sets out our approach to modernising our ICT environment through consideration of commercial products and cloud-based technology that will support the objectives of the NBA.

Our focus is to ensure that we have a modern, robust and sustainable foundation for our ICT and that we have a plan to continue to support the sector in the long term. Some key priorities over the next four years are:

- enhancing the security environment and resilience of ICT systems
- continuing to transition to cloud-based hosting for corporate systems
- investing in modernised systems to support business outcomes and deliver process efficiencies and improvements
- building mature data and systems architecture
- improving corporate systems and technology.

Blood Sector Systems

The NBA has delivered ICT systems during the past 15 years to enable:

- blood and blood product ordering
- management of product authorisations
- information management for people with bleeding conditions.

Our revised ICT Strategy includes time frames for commencing the development of the next generation of our blood sector systems. It focuses on modern, maintainable applications and usability while retaining the existing core capabilities, including:

- product ordering and managing inventory
- governing product use
- tools to support the treatment of patients using blood products.

Corporate modernisation

The NBA will continue to invest in the modernisation of its corporate ICT capability by:

- using capabilities available in the Microsoft 365 (M365) environment
- updating our records management capability
- updating our corporate systems
- digitising and improving internal workflows.

Strategic direction

The core focus of the Corporate Plan is to support the safe, secure, affordable and sustainable supply of blood, blood products and blood services to meet clinical demand. This section outlines our five strategies and associated activities.

Our five strategies are:



Strategy 1

Provide a safe, secure and affordable supply of blood and blood-related products and services

2025–26	2026–27	2027–28	2028–29
Manage the Deed of Agreement with the Australian Red Cross Society ending 30 June 2028.	Manage the Deed of Agreement.	Manage the Deed of Agreement.	Manage the Deed of Agreement.
Commence development of new Deed of Agreement diversity with Lifeblood.	Complete development and implement new Deed of Agreement with Lifeblood.		
Oversee 2025–26 National Supply Plan and Budget (NSP&B) and develop NSP&B for 2026–27.	Oversee 2026–27 NSP&B and develop NSP&B for 2027–28.	Oversee 2027–28 NSP&B and develop NSP&B for 2028–29.	Oversee 2028–29 NSP&B and develop NSP&B for 2029–30.
Manage and review existing contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage and review existing contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage and review existing contracts with commercial product suppliers to ensure adequate supply and value-for-money.	Manage and review existing contracts with commercial product suppliers to ensure adequate supply and value-for-money.
Commence development of new National Fractionation Agreement for Australia (NaFAA).	Complete development and implement new NaFAA.		
Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.	Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.	Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.	Facilitate assessment of applications and implement approved funding proposal for new or changed products and services.
Monitor and support access to Ig products.	Monitor and support access to Ig products.	Monitor and support access to Ig products.	Monitor and support access to Ig products.
Implement revised supply arrangements for Red Cell Diagnostic Products (RCDP).			

2025–26	2026–27	2027–28	2028–29
Publish the revised National Blood Product Management Improvement Strategy.	Implement the National Blood Product Management Improvement Strategy.	Implement and review the National Blood Product Management Improvement Strategy.	Implement and review the National Blood Product Management Improvement Strategy.
Review and update the National Blood Supply Contingency Plan (NBSCP), including simulation exercises.	Publish the NBSCP and update the Annexes for the NBSCP.	Update the standard operating procedures for the revised NBSCP and run simulation exercises.	Update the standard operating procedures for the revised NBSCP and run simulation exercises.
Develop and undertake procurement activities for blood and blood related products with commercial suppliers.	Develop and undertake procurement activities for blood and blood related products with commercial suppliers.	Develop and undertake procurement activities for blood and blood related products with commercial suppliers.	Develop and undertake procurement activities for blood and blood related products with commercial suppliers.

Performance measures

- ◆ Availability of blood and blood-related products meets clinical requirements.
- ◆ National Supply Plan and Budget agreed by governments.
- ◆ Multiple contracts from diverse sources for blood products are in place and well-managed.
- ◆ Provision and use of Ig is consistent with access criteria.
- ◆ Collection and production yield for domestic Ig is maximised.
- ◆ Discards as a percentage of net issues of red blood cells is less than 1.5% nationally.
- ◆ Supply outcome is within 5% of the National Supply Plan and Budget approved by governments.

Strategy 2

Drive performance improvement in the Australian blood sector

2025–26	2026–27	2027–28	2028–29
Review and update policies, processes and digital systems that authorise, control and govern Ig access.	Review and update policies, processes and digital systems that authorise, control and govern Ig access.	Review and update policies, processes and digital systems that authorise, control and govern Ig access.	Review and update policies, processes and digital systems that authorise, control and govern Ig access.
Support appropriate use, management and access to Ig by improving awareness and adherence to governance arrangements.	Support appropriate use, management and access to Ig by improving awareness and adherence to governance arrangements.	Support appropriate use, management and access to Ig by improving awareness and adherence to governance arrangements.	Support appropriate use, management and access to Ig by improving awareness and adherence to governance arrangements.
Monitor Ig access and usage, and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage, and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage, and promote awareness of usage by reporting on data and usage patterns.	Monitor Ig access and usage, and promote awareness of usage by reporting on data and usage patterns.
Manage product utilisation review program and implement any improvements identified by the reviews.	Manage product utilisation review program and implement any improvements identified by the reviews.	Manage product utilisation review program and implement any improvements identified by the reviews.	Manage product utilisation review program and implement any improvements identified by the reviews.
Manage the National Haemovigilance Program.	Manage the National Haemovigilance Program.	Manage the National Haemovigilance Program.	Manage the National Haemovigilance Program.
Complete implementation of the current ICT Strategy and roadmap. Commence development of the next 3 year strategy and roadmap.	Begin implementation of deliverables identified in ICT Strategy and roadmap.	Continue the implementation of deliverables identified in the ICT Strategy and roadmap.	Finalise implementation of the ICT Strategy and roadmap. Commence development of the next 3 year Strategy and roadmap.
Implement new blood sector systems to provide integrated and real time systems to support the blood sector.	Continued implementation of new blood sector systems.		
Ensure existing systems are sustained and resilient to provide ongoing services to the blood sector.	Ensure existing systems are sustained and resilient to provide ongoing services to the blood sector.	Ensure existing systems are sustained and resilient to provide ongoing services to the blood sector.	Ensure existing systems are sustained and resilient to provide ongoing services to the blood sector.

2025–26	2026–27	2027–28	2028–29
Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.	Support and continue the roll-out of LIS interfaces with NBA systems to enhance real-time information and inventory management.
Support suppliers and Australian health providers in the implementation of the national policy on barcode specifications for blood and blood products.	Support suppliers and Australian health providers in the implementation of the national policy on barcode specifications for blood and blood products.	Develop a national policy on blood tracking for blood and blood products.	Publish the national policy on blood tracking for blood and blood products.
Develop and implement a solution for improved data management, analysis and visualisation.	Continue to implement improvement initiatives for data management.	Continue to implement improvement initiatives for data management.	Continue to implement improvement initiatives for data management.
Develop and publish an NBA Data Strategy.	Implement the NBA Data Strategy.	Implement the NBA Data Strategy.	Review and implement the NBA Data Strategy.
Develop and implement initiatives for the Demand and Inventory Management Improvement Project.	Develop and implement initiatives for the Demand and Inventory Management Improvement Project.	Implement and review the outcomes of the Demand and Inventory Management Improvement Project.	Implement and review the outcomes of the Demand and Inventory Management Improvement Project.

Performance measures

- Publish performance reporting and benchmarking information on the NBA website for the blood sector community.
- Data is published each year for fresh blood components, Ig and clotting factor usage.
- Consideration of utilisation reviews by governments leading to improved practice where required.
- Provision, use and management of Ig is consistent with governance arrangements including access criteria.

Strategy 3

Promote best practice in managing and using of blood and blood-related products and services in Australia

2025–26	2026–27	2027–28	2028–29
Continue to establish a sustainable process to develop and update Guidelines.	Finalise the process for the development and update of Guidelines.	Implement the process for the development and update of Guidelines.	Manage the process for the development and update of Guidelines.
Update the PBM Implementation Strategy.	Implement the updated PBM Implementation Strategy.	Annual review and update (as required) of the PBM Implementation Strategy.	Annual review and update (as required) of the PBM Implementation Strategy.
Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.	Deliver and promote an expanded suite of tools to support health providers in implementing the NSQHS Blood Management Standard.
Implement the BloodSafe E-learning (BEA) program endorsed by governments.	Commence review of funding agreement for delivery of education services.	Develop new funding agreement for delivery of education program.	Implement new funding agreement and education program endorsed by governments.
Monitor and support good governance of non-Ig commercial blood products where appropriate.	Monitor and support good governance of non-Ig commercial blood products where appropriate.	Monitor and support good governance of non-Ig commercial blood products where appropriate.	Monitor and support good governance of non-Ig commercial blood products where appropriate.
Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.	Continue to evolve the Criteria for the clinical use of Ig.
Ensure the facilitation and funding of research that focuses on identified priorities.	Ensure the facilitation and funding of research that focuses on identified priorities.	Ensure the facilitation and funding of research that focuses on identified priorities.	Ensure the facilitation and funding of research that focuses on identified priorities.
Publish inventory management guidelines for blood and blood products, in particular the Red Blood Cell module.	Promote the inventory management guidelines for blood and blood products.	Promote the inventory management guidelines for blood and blood products.	Promote the inventory management guidelines for blood and blood products.

2025–26	2026–27	2027–28	2028–29
Continue to develop and publish blood use guidance in times of emergency or contingency.	Continue to develop and publish blood use guidance in times of emergency or contingency.	Continue to develop and publish blood use guidance in times of emergency or contingency.	Continue to develop and publish blood use guidance in times of emergency or contingency.

Performance measures

Sustained improvements in the management and use of blood products through:

- improved clinical guidelines, clinical practice tools and resources developed and promoted.
- increased publications linked to NBA grants.
- changes to the Ig criteria are consistent with quality information, evidence and clinical advice.

Strategy 4

Develop and provide policy advice on the sustainability of the blood sector

2025–26	2026–27	2027–28	2028–29
Finalise and implement new funding arrangements for fresh blood products and services from 1 July 2025.	Manage funding arrangements for supply of fresh blood products and services in the context of a Deed negotiation.	Manage funding arrangements for supply of fresh blood products and services in the context of a new Deed.	Manage funding arrangements for supply of fresh blood products and services in the context of a new Deed.
Support Lifeblood to grow and diversify the active blood donor panel.	Support Lifeblood to grow and diversify the active blood donor panel.	Support Lifeblood to grow and diversify the active blood donor panel.	Support Lifeblood to grow and diversify the active blood donor panel.
Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.	Advise governments as necessary on issues and potential responses to emerging challenges to the sustainable supply of blood and blood products.
Review and implement improvements to national blood sector risk management arrangements as appropriate.	Review and implement improvements to national blood sector risk management arrangements as appropriate.	Review and implement improvements to national blood sector risk management arrangements as appropriate.	Review and implement improvements to national blood sector risk management arrangements as appropriate.
Support a Commonwealth initiated review of the national blood arrangements to ensure they are modern and fit for purpose.	Implement outcomes of the review of the national blood arrangements.		

Performance measures

- New funding arrangements managed.
- Advice provided to governments and others on blood supply and demand issues.
- Consideration of the outcome of the review of national blood arrangements.

Strategy 5

Be a high-performing organisation

2025–26	2026–27	2027–28	2028–29
Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.	Attract, build and retain the skills, experience and talent required to deliver our business.
Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.	Good management of human, financial, technology and other resources.
Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.	Continued monitoring and enhancement of protective security and cyber resilience of ICT systems and infrastructure.
Continued effective and sustainable financial and resource management, including compliance with Finance Law.	Continued effective and sustainable financial and resource management, including compliance with Finance Law.	Continued effective and sustainable financial and resource management, including compliance with Finance Law.	Continued effective and sustainable financial and resource management, including compliance with Finance Law.
Review NBA corporate digital systems in conjunction with the development of a new ICT Strategy.	Modernise and refresh of NBA corporate digital and business systems.	Modernise and refresh of NBA corporate digital and business systems.	Review NBA corporate digital systems in conjunction with the development of a new ICT Strategy.
Manage and support advisory and governance committees and obligations.	Manage and support advisory and governance committees and obligations.	Manage and support advisory and governance committees and obligations.	Manage and support advisory and governance committees and obligations.
Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	Maintain a safe and healthy workplace.	
Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.	Manage and review corporate planning and performance reporting.
Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.	Ensure effective internal and external communication strategies are in place.

2025–26	2026–27	2027–28	2028–29
Attend relevant domestic and international meetings, conferences, and seek other collaboration opportunities.	Attend relevant domestic and international meetings, conferences, and seek other collaboration opportunities.	Attend relevant domestic and international meetings, conferences, and seek other collaboration opportunities.	Attend relevant domestic and international meetings, conferences, and seek other collaboration opportunities.
Implement and adapt identified delivery frameworks.	Sustain and adapt delivery frameworks.	Sustain and adapt delivery frameworks.	Sustain and adapt delivery frameworks.
Identify new and emerging technologies that will improve productivity and efficiency of NBA staff and programs.	Identify new and emerging technologies that will improve productivity and efficiency of NBA staff and programs.	Identify new and emerging technologies that will improve productivity and efficiency of NBA staff and programs.	Identify new and emerging technologies that will improve productivity and efficiency of NBA staff and programs.

Performance measures

- NBA remains an employer of choice with a staff engagement score of 75% or more.
- A safe and healthy working environment is maintained with a reportable incident rate of less than 2%.
- Staff completion of mandatory annual online learning and development modules by not less than 90% of staff.

Performance

The NBA's performance is measured against an outcome approved by the Commonwealth Government and published in the annual Portfolio Budget Statements (PBS). The PBS also set performance criteria and targets for the NBA for the years ahead. The performance measures in the Corporate Plan align with the performance targets in the PBS.

Every 12 months the NBA summarises its past year's performance in the NBA Annual Report. Both the PBS and the Annual Report are published and tabled in Parliament. The Annual Report assesses our performance against:

- the PBS performance targets
- the Corporate Plan performance measures.

We monitor our performance throughout the year through:

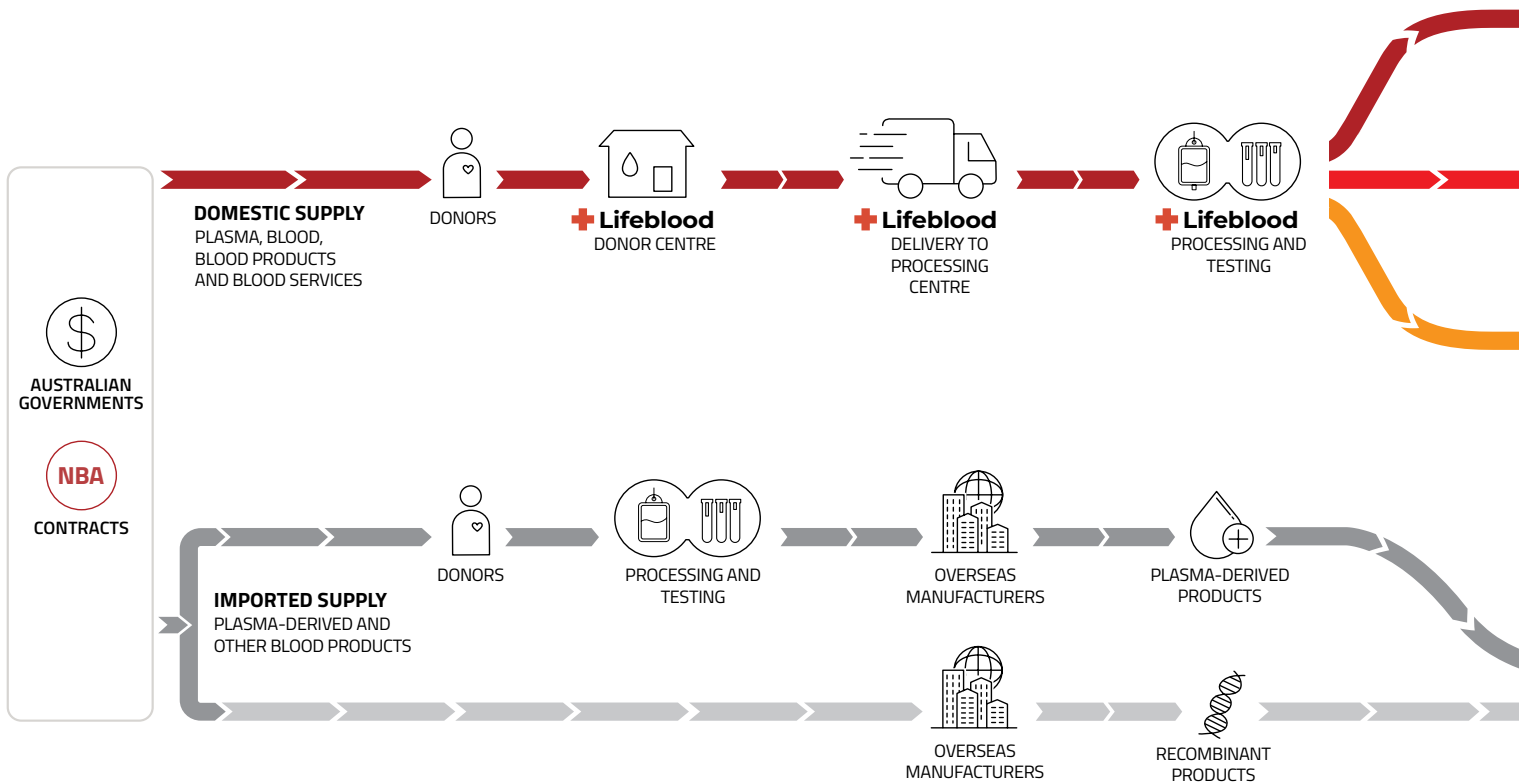
- NBA internal governance mechanisms
- the NBA Audit and Risk Committee
- reporting and discussion at NBA Board meetings.

Portfolio Budget Statements

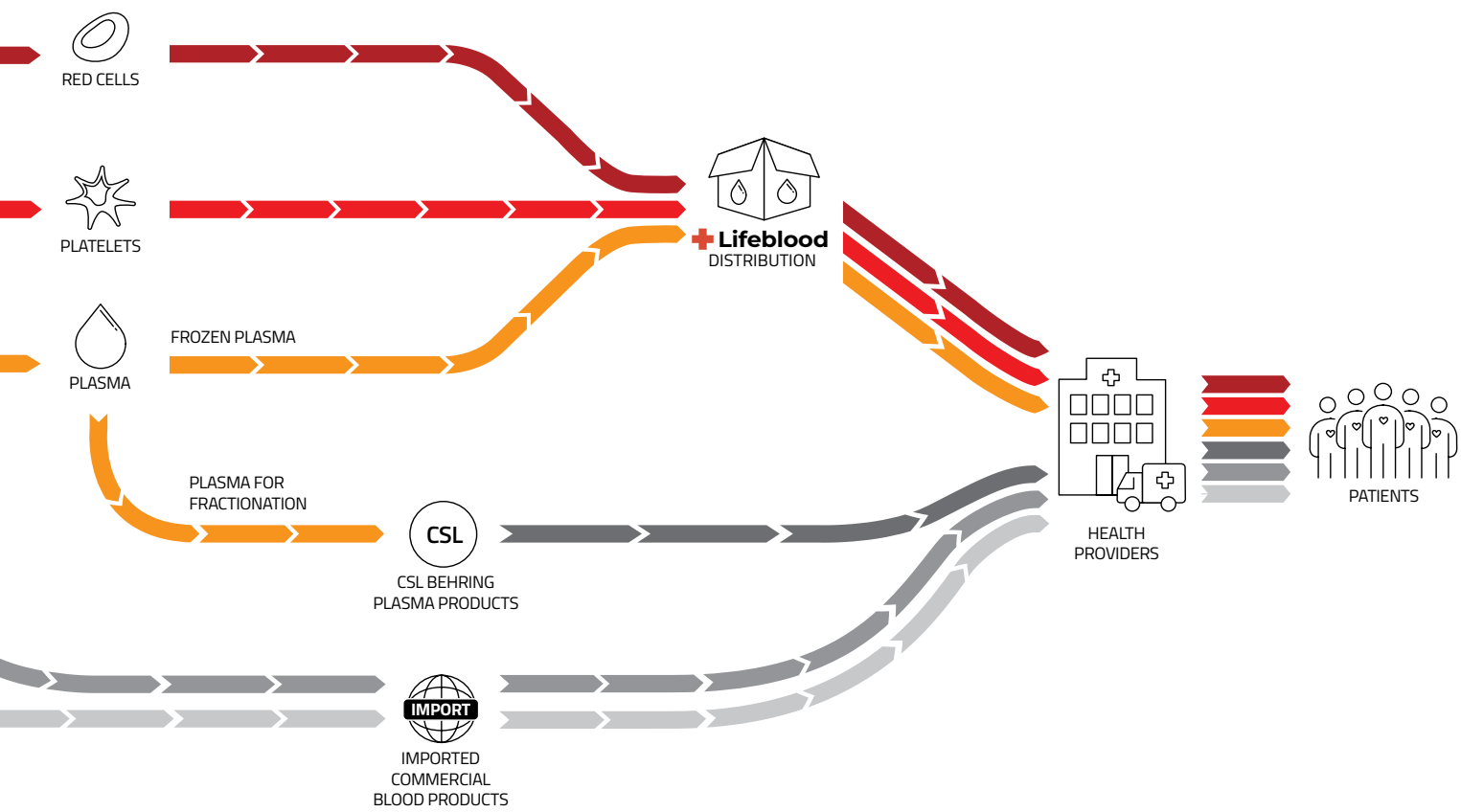
The following table shows the outcome, performance criteria and targets set for the NBA in the 2025–26 PBS.

Access to a secure supply of safe and affordable blood products, including through national supply arrangements and coordination of best practice standards within agreed funding policies under the national blood arrangements.				
Performance criteria	Target 2025–26	Target 2026–27	Target 2027–28	Target 2028–29
A safe, secure and affordable supply of blood and blood-related products for Australia.	Blood and blood-related products are available to meet clinical requirements. Events that activate the National Blood Supply Contingency Plan, if any, are managed effectively and efficiently by the NBA. Multiple contracts from diverse sources for relevant blood products are in place and managed to ensure security of supply.			
The supply outcome is within 5% of the National Supply Plan & Budget approved by governments.	<5% variation			
Appropriate access and use of immunoglobulin (Ig), as indicated by clinical demand against approved access criteria.	<8% growth in Ig demand under approved criteria.	<9% growth in Ig demand under approved criteria.	<9% growth in Ig demand under approved criteria.	<9% growth in Ig demand under approved criteria.
National performance reporting and benchmarking across the Australian blood sector.	Publish performance reporting and benchmarking information on the NBA website for the blood sector community.			

THE JOURNEY



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through a world-class blood supply