

NATIONAL BLOOD AUTHORITY AUSTRALIA

Corporate Plan

2026–27 to 2029–30



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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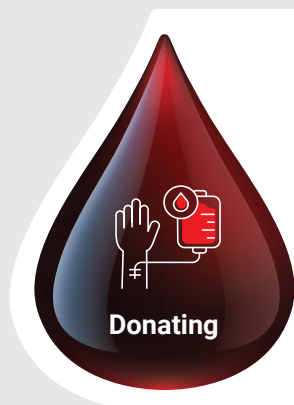
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Year at a glance

Snapshot of the blood sector in 2025–26



607,571

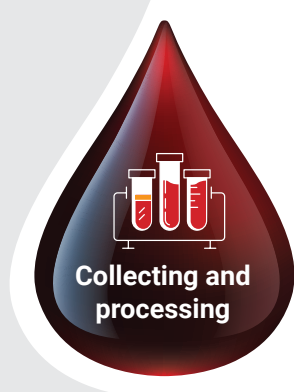
donors

246,570

plasma donors

1,738,042

blood donations



940

tonnes of plasma collected

82

fixed collection sites

5

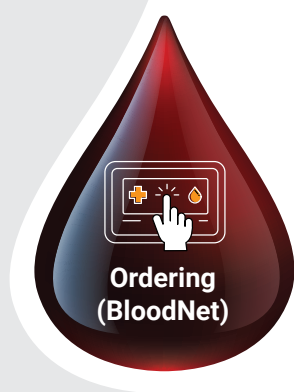
manufacturing centres

4

testing centres

19

contracts managed by the NBA for the supply of products



228,945

BloodNet orders

628

(average) orders per day

2,890,739

units received by BloodNet facilities

207

laboratories interfaced with BloodNet

100%

national uptake of BloodNet fate module



\$854.3m

fresh blood components

\$8.3m

diagnostic reagents

\$1,089.3m

plasma-derived and recombinant products

718,933

units of red blood cells issued

166,320

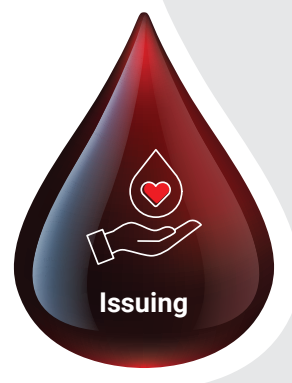
units of platelets issued

4,796,389

grams of domestic Ig issued

5,793,518

grams of imported Ig issued



8,986

patients registered
in ABDR

6.1

days average age of
red blood cells at issue

7,825

discards of
red blood cells

264

guideline publications
distributed

1,016,550

registered users of
BloodSafe eLearning



2,124

patients receiving products
for bleeding disorders

30,993

patients receiving
Ig products

1,046

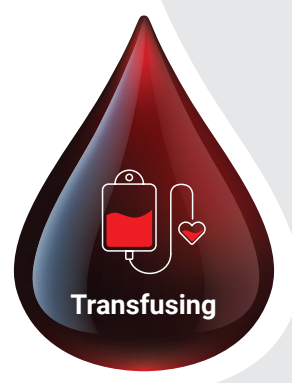
facilities issued
blood in BloodNet

181,360

unique visitors to
NBA website

59

product groups provided under
the national blood arrangements



\$1,950.6m

government funding for
product supply

\$161.4m

savings to governments

\$14.9m

operational funding

-7.6%

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

\$979.40m

funding returned to governments
over the past 10 years



Message from the Chief Executive

As the Accountable Authority of the National Blood Authority (NBA), I am pleased to present the NBA 2026–27 Corporate Plan. The Plan has been prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and covers the period 2026–27 to 2029–30.

The NBA remains focused on saving and improving Australian lives through a safe, secure, affordable and world-class blood supply.

The NBA manages Australia's national blood arrangements on behalf of all governments. These arrangements are essential to Australian patients and the health system. Our work includes procuring and managing a large suite of domestic and international contracts that support, reliable and affordable access to blood, blood-related products and services. Blood and blood-related products support a wide range of medical treatments, including cancer care, surgery, trauma care and treatment for chronic conditions such as haemophilia. Governments collectively invest more than \$2 billion annually through the national blood arrangements to ensure these life-saving products are available to Australian's without direct cost to patients.

The NBA works with a single national collector of whole blood and plasma, the Australian Red Cross Lifeblood (Lifeblood), a single national fractionator of domestically collected plasma, CSL Behring (Australia) Pty Ltd (CSL Behring), and a range of commercial suppliers.

In 2026–27, a key priority will be negotiating and implementing a new National Fractionation Agreement for Australia before the current agreement expires on 31 December 2026. This work will help ensure Australia maintains a secure, sustainable and value-for-money domestic plasma fractionation capability into the future.

The NBA will also commence planning and engagement activities for the future Deed of Agreement with Lifeblood, ahead of the current arrangements ending on 30 June 2028. This work will support the continued collection and supply of fresh blood and plasma for Australian patients. We will also continue to support Lifeblood's efforts to grow and diversify the donor panel and expand collection opportunities, recognising that one in three Australians will need blood at some point in their life.

Australia's national blood arrangements continue to operate in a complex environment, shaped by growing demand, global supply pressures, changing donor behaviour, increasing costs and broader supply chain risks. These challenges reinforce the importance of preparedness and collaboration across the blood sector.

The operating environment also highlights the importance of contingency planning. Global fuel market volatility, transport pressures, and international supply risks can affect the movement of critical health products and the resilience of supply chains. The NBA will continue to work closely with governments, suppliers and other stakeholders to review and test national contingency arrangements, so the sector is prepared to respond to supply risks and demand surges.

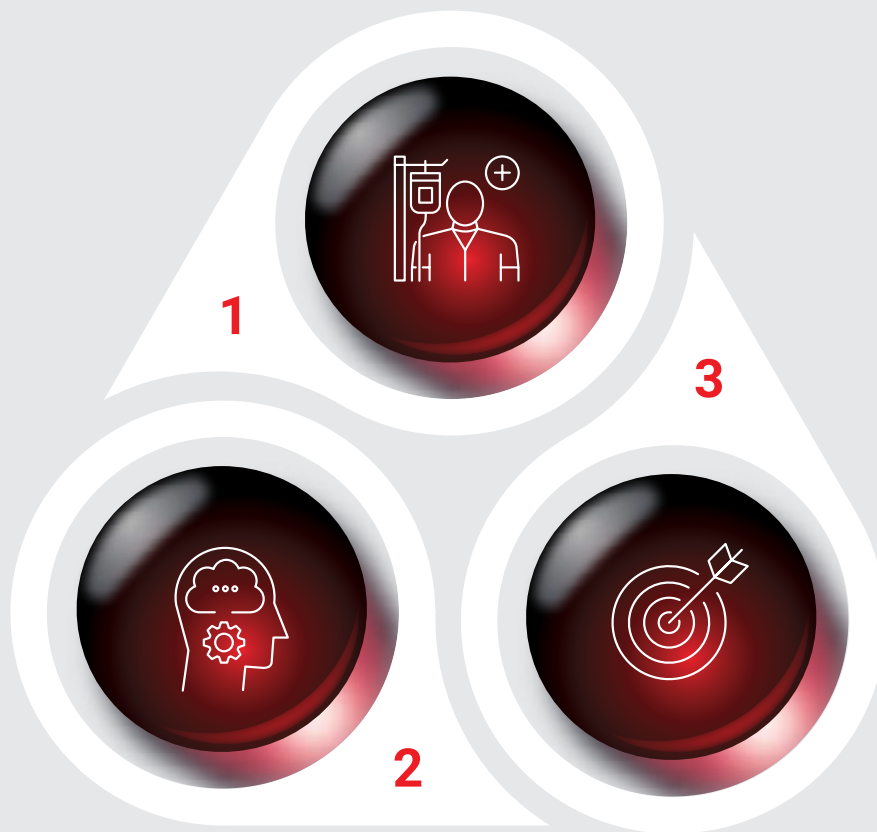
We will also continue to progress the Quality Use of Immunoglobulin (Ig) program in partnership with patients, clinicians, governments and Lifeblood. This work supports the sustainable, appropriate and effective use of Ig for Australian patients.

The NBA will also support governments as they consider the Review of the National Blood Arrangements and any outcomes arising from that process.

We will continue to work collaboratively across the blood sector to support patient outcomes, and maintain public confidence in Australia's national arrangements.

Adjunct Professor Adriana Platona PSM
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 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 Australian 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-related 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.

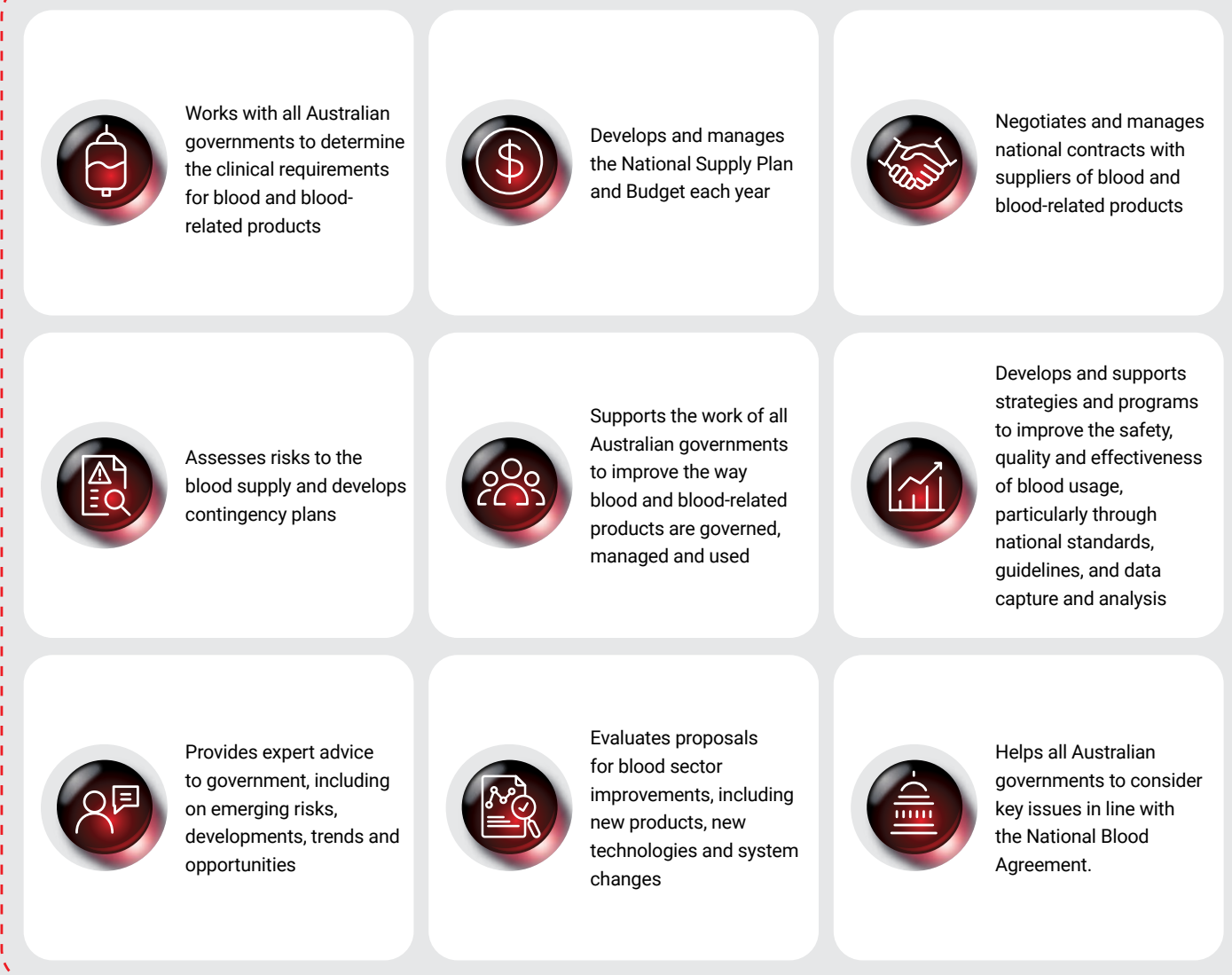
Our work

The NBA manages and coordinates arrangements for the supply of blood, blood-related 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 achieve these objectives, the NBA:



Our planning

The NBA pursues its vision through three objectives and five strategies, 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

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

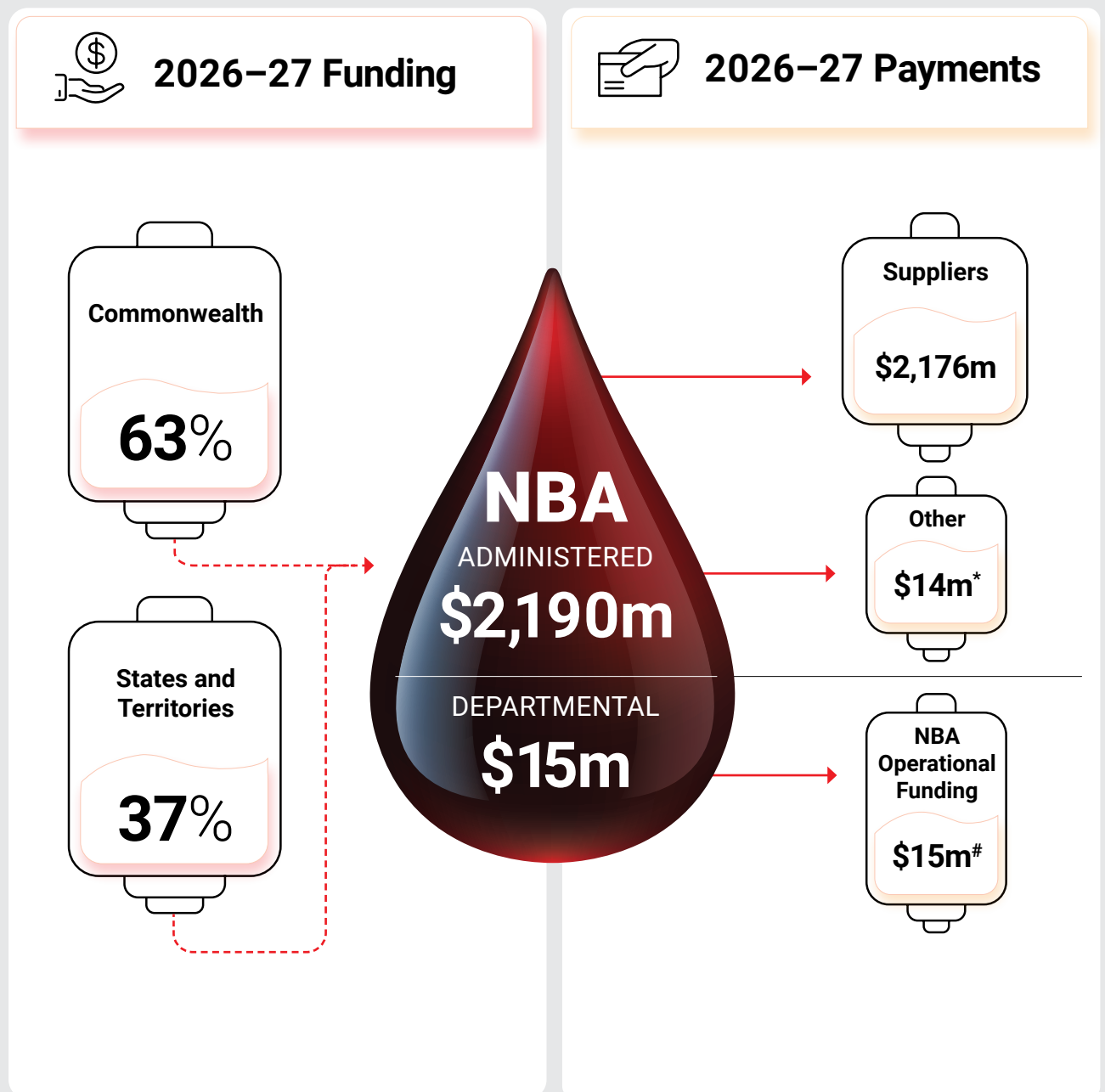
Operations



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

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%.



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

#Departmental \$15m is rounded.

National Supply and Budget

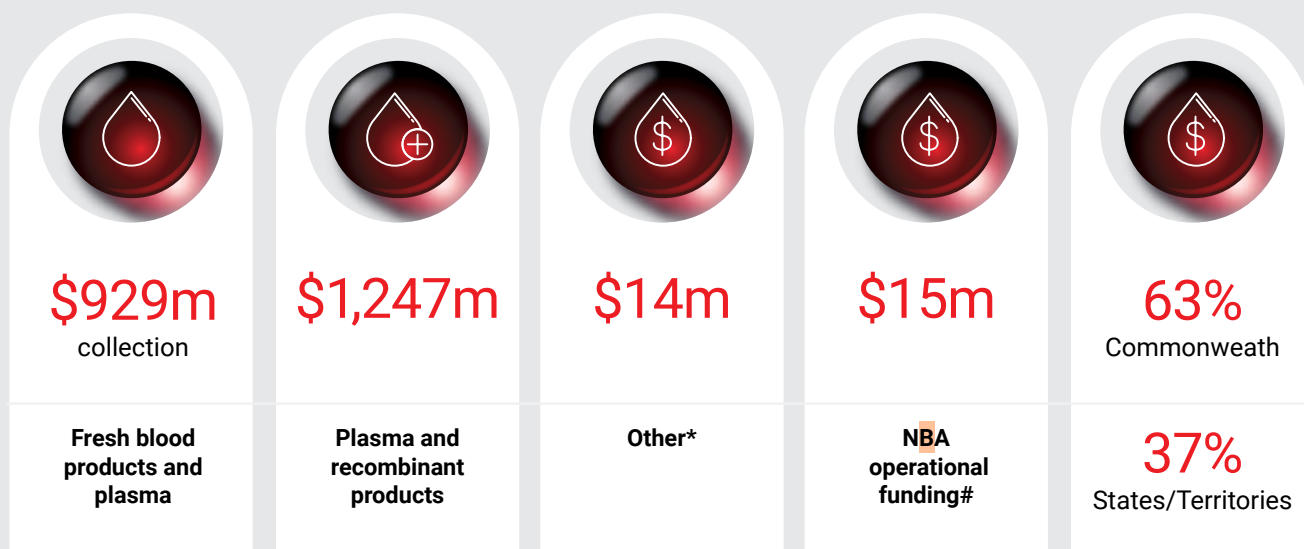
The NBA is responsible for annual supply and demand planning and budgeting to ensure an adequate and affordable supply of blood and blood-related products. We develop a National Supply Plan and Budget (NSP&B) each year. Based on consultation with clinicians, patient groups and state and territory governments, 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 2026–27

\$2,205m



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

#Departmental \$15m is rounded.

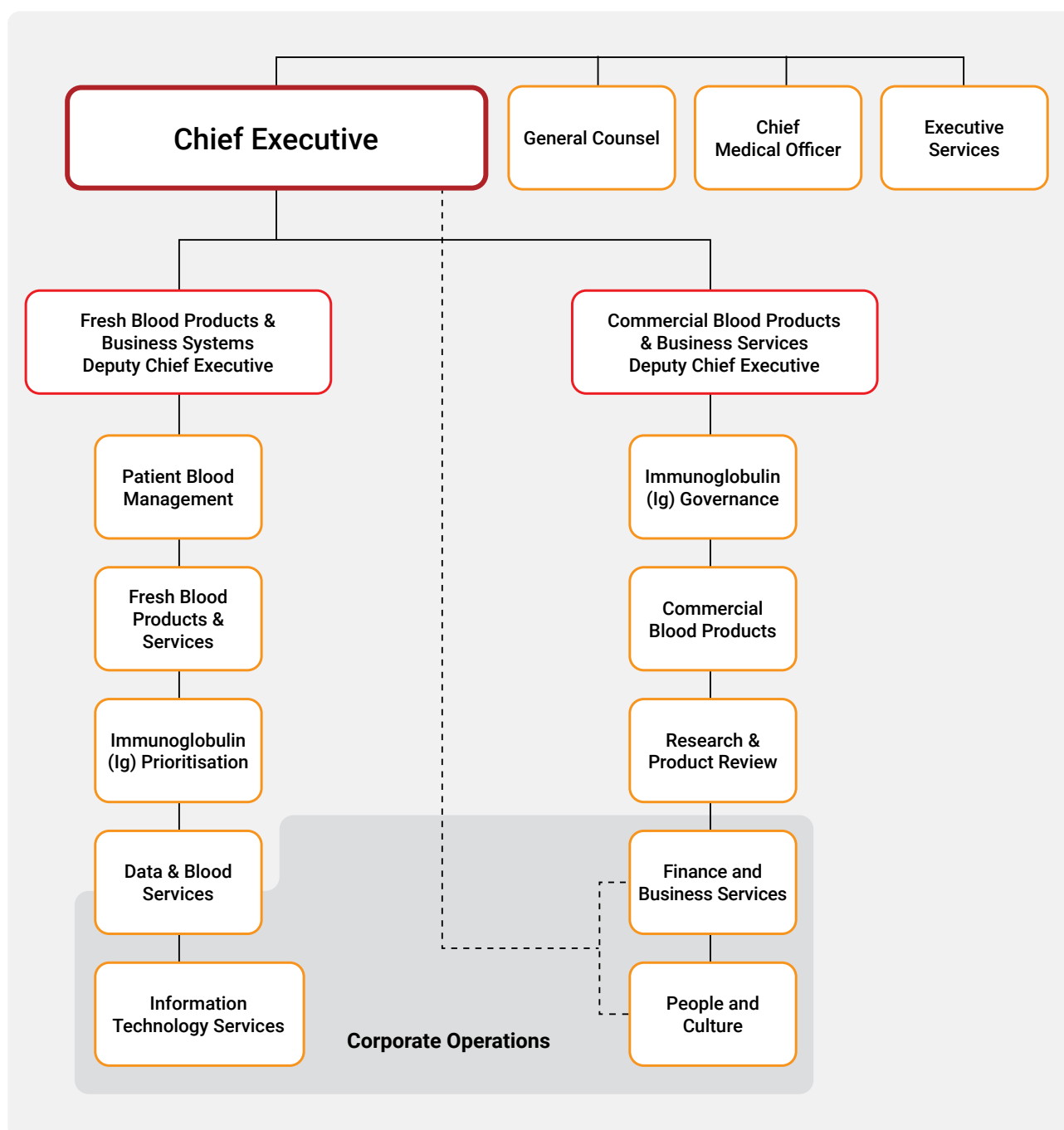
Operating context

Organisational structure

The NBA has two main branches:

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

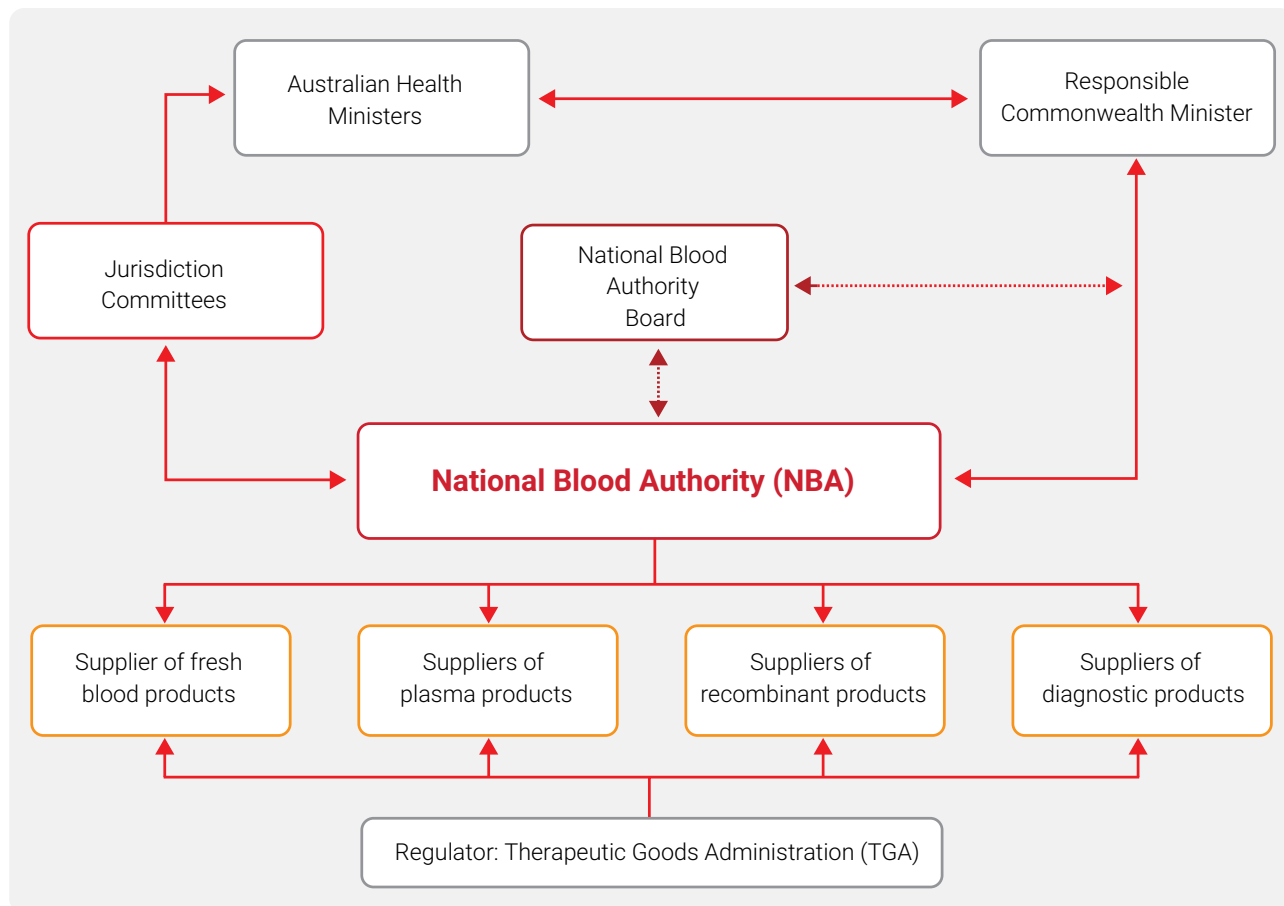
Both branches have program and business responsibilities and are led by a Deputy Chief Executive. The Chief Executive is supported by the General Counsel, the Chief Medical Officer and a small Executive Services team, which also supports the 2 Deputy Chief Executives.



Governance

Blood Sector Governance

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



NBA Board

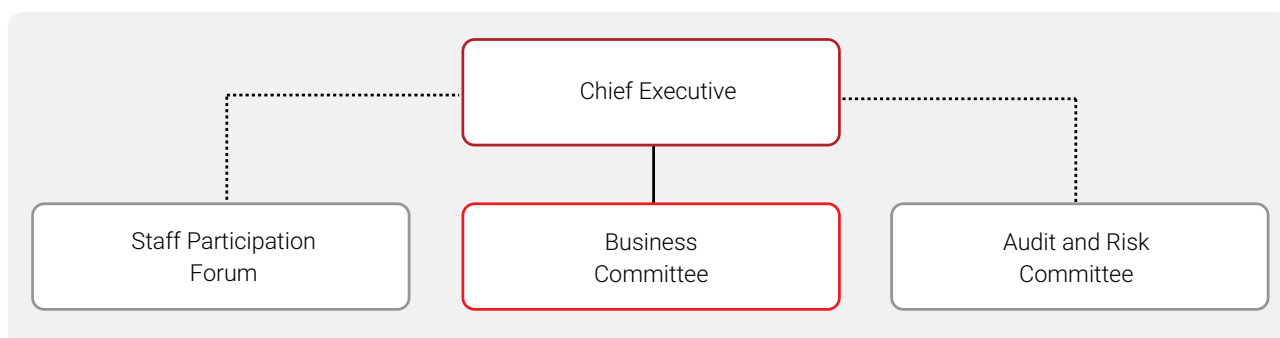
The Board was established under the NBA Act to advise the Chief Executive on the performance of the NBA's functions. It is therefore principally an advisory body with no formal decision-making or governance responsibilities in relation to the day-to-day management of the NBA.

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.

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 health and safety representative.

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.

Subsidiaries

The NBA does not have any subsidiaries. The NBA works with Commonwealth, state and territory governments through the National Blood Agreement. These arrangements are described in the governance and collaboration section of this Corporate Plan.

Collaboration

The NBA manages a national blood system that needs to:

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

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

- jurisdictional committees
- advisory committees
- contracts with suppliers of blood and blood-related 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, 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

Patients

Patients who need blood and blood-related 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

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. The NBA will be reviewing all the advisory committees in 2026-27.

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

Suppliers of Blood and Blood-Related Products

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

- ◆ Lifeblood is responsible for collecting 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-related 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.

Proposals are considered through relevant regulatory, clinical and government decision-making processes before all governments decide whether products should be funded and included on the National Product Price List.

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.

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 and blood-related products.

Challenges and opportunities

The NBA operates in a global market where the demand for blood and blood-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 related 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.

Challenges

- ♦ High global demand for products affects the availability and price of imported products for Australia
- ♦ Changes in donor behaviour affect 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
- ♦ Managing the size and composition of the donor panel to ensure ongoing supply
- ♦ New diseases, new clinical indications and population changes increase the demand for blood and blood-related products
- ♦ Significant variability in the use of blood and blood-related products creates 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
- ♦ Level and range of blood inventory held by health providers, and shelf-life management issues
- ♦ Global fuel market volatility, transport disruption and other supply chain pressures may affect the movement of time-critical blood and blood-related products
- ♦ Geopolitical, trade and regulatory changes may affect access to imported blood-related products and supplier markets
- ♦ More frequent severe weather events and natural disasters may disrupt donor collections, transport routes, inventory movement and health service access
- ♦ Changing health system policies.

Opportunities

- ◆ Embed current clinical guidelines and criteria for appropriate use of blood and blood-related products into clinical practice
- ◆ Support health technology assessments and product utilisation reviews to promote effective and cost-effective use of blood and blood products and reduce wastage
- ◆ Support translation of research findings into policy and advice on use of blood and blood-related 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
- ◆ Direct research to develop knowledge supporting more effective and efficient use of blood and blood-related products, and understanding barriers to blood donation
- ◆ Developing a sustainable suite of 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, improving 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
- ◆ Accelerate integration of NBA data with internal and external systems and facilities
- ◆ Continuing to invest in new data analysis and reporting tools to inform demand and supply forecasting, product assessments and utilisation.

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 2026–29 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
- Adopt new technologies to support efficiency and productivity of our workforce.
- Strengthen cyber resilience, privacy controls and information governance as blood sector systems and data sharing mature.



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	• 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 the Australian Centre for Disease Control (CDC) and the Health Emergency Management Branch (HEMB) • National Blood Supply Contingency Plan (NBSCP) in place
Failure to appropriately consider evolving products and services	• 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	• 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	• 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	• 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	• 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-related 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 2026-27 with the update of the plan to take account of issues and developments in emergency management arrangements.

Blood Safety Risk Management

Responsibility for producing safe and effective blood and blood-related products rests with the manufacturers of those products. All blood and blood-related 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.

Fraud and Corruption

The NBA has a Fraud and Corruption Control Plan that meets the requirements of 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 and corruption. Elements of the framework include fraud risk assessments, staff awareness and training, incident procedures and regular reporting.

Compliance with Commonwealth legislative, governance and reporting obligations

The NBA must comply with the Commonwealth legislative framework, including the *Public Governance, Performance and Accountability Act 2013* and the *Public Service Act 1999*, as well as ministerial, parliamentary, financial and corporate reporting requirements. These obligations are similar to those applying to larger departments, but the volume and timing of requirements can create compliance risk for a small agency with limited staffing capacity.

The NBA mitigates this risk through prioritisation of statutory and mandatory obligations, scheduled reviews and assurance activities, internal audits, staff induction and training, defined accountability through the management structure, and ongoing incorporation of PGPA Act requirements into standard operating practices and procedures.

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 Framework.



Capability

Our values

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



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.

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.

The NBA will focus on:

- supporting high performance across the NBA by continuing to invest in strengthening our capabilities, including our leadership, contract management and procurement, digital and data capabilities to support our changing work environment; and
- building and maintaining a supported and inclusive workplace culture where staff are actively engaged in developing adaptive, innovative, collaborative, and flexible work practices.

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:

- continuing to enhance the security environment and resilience of ICT systems
- continuing to transition to cloud-based hosting for corporate systems
- investing in modernised systems and responsibly governed Artificial Intelligence (AI) tools where they improve productivity, accessibility, quality and the security of business processes.
- building mature data and systems architecture
- improving corporate systems and technology.

Blood Sector Systems

The NBA delivers ICT systems that enable:

- blood and blood-related 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-related 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
- implementing generative AI in line with DTA's classification systems for AI use
- updating our records management system
- 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 products, blood-related 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

Item	Activity	Timing
1.1	Oversee national supply planning and budget processes to support an adequate and affordable supply of blood and blood-related products and services.	Annually
1.2	Manage national procurement activities and supplier arrangements to support a safe, secure and affordable supply of blood and blood-related products and services.	2026–27 to 2029–30
1.3	Manage and review national supply contracts and major supplier arrangements, including advice to governments on future supply options, challenges and opportunities.	2026–27 to 2029–30
1.4	Support evidence-based product assessment, health technology assessment and product review processes to inform policy, funding, procurement and stewardship decisions.	2026–27 to 2029–30
1.5	Review, update and test national contingency and prioritisation arrangements for blood and blood-related products, including Ig, to support coordinated responses to supply risks and constraints.	2026–27 to 2029–30

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-related products are in place and well-managed.
- ◆ 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

Item	Corporate Plan activity	Timing
2.1	Strengthen sector performance through horizon scanning reporting, benchmarking and analysis of the use of blood and blood-related products.	2026–27 to 2029–30
2.2	Review and strengthen national haemovigilance arrangements to support safety, quality and performance improvement.	2026–27 to 2027–28, then ongoing support
2.3	Strengthen national data strategy, governance, quality and analytics to support evidence-based decisions, reporting and stewardship of blood and blood-related products and services.	2026–27 to 2029–30
2.4	Maintain and modernise Blood Sector Systems, information management and technology capabilities to support sector services, data quality, security, resilience and innovation.	2026–27 to 2029–30

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.
- ◆ Quality Use of Ig, including provision, access and management, is consistent with governance arrangements and access criteria.

Strategy 3

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

Item	Corporate Plan activity	Timing
3.1	Review and improve national patient blood management guidance, tools and resources to support best practice, safe and high-quality care.	2026–27 to 2028–29
3.2	Maintain and improve education programs that support best practice, safe and high-quality use of blood and blood-related products.	2026–27 to 2028–29
3.3	Utilise evidence-based clinical practice and research to support decision making and priority setting.	2026–27 to 2029–30
3.4	Optimise the appropriate use of Ig.	2026–27 to 2029–30

Performance measures

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

- improved clinical guidelines, clinical practice tools and resources developed and promoted.
- increased publications linked to NBA grants.
- Changes to Ig Criteria are consistent with best available evidence.
- Improve the sustainable use of Ig through the Quality Use of Ig project.

Strategy 4

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

Item	Corporate Plan activity	Timing
4.1	Provide timely, evidence-based advice to governments on emerging issues, risks and policy responses affecting the sustainability of the blood sector.	2026–27 to 2029–30
4.2	Support current and future national blood sector arrangements, governance frameworks and intergovernmental decision-making through policy coordination and advice to governments.	2026–27 to 2029–30

Performance measures

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

Strategy 5

Be a high-performing organisation.

Item	Corporate Plan activity	Timing
5.1	Build and maintain workforce capability, positive culture, business systems and processes needed to deliver the Corporate Plan and support a safe, inclusive and high-performing workplace.	2026–27 to 2029–30
5.2	Maintain effective governance, planning, reporting, assurance and accountability arrangements.	2026–27 to 2029–30
5.3	Strengthening procurement, contract management framework, property and corporate operations to support effective, compliant and sustainable delivery.	2026–27 to 2029–30

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.
- Completed three internal audit programs.

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:

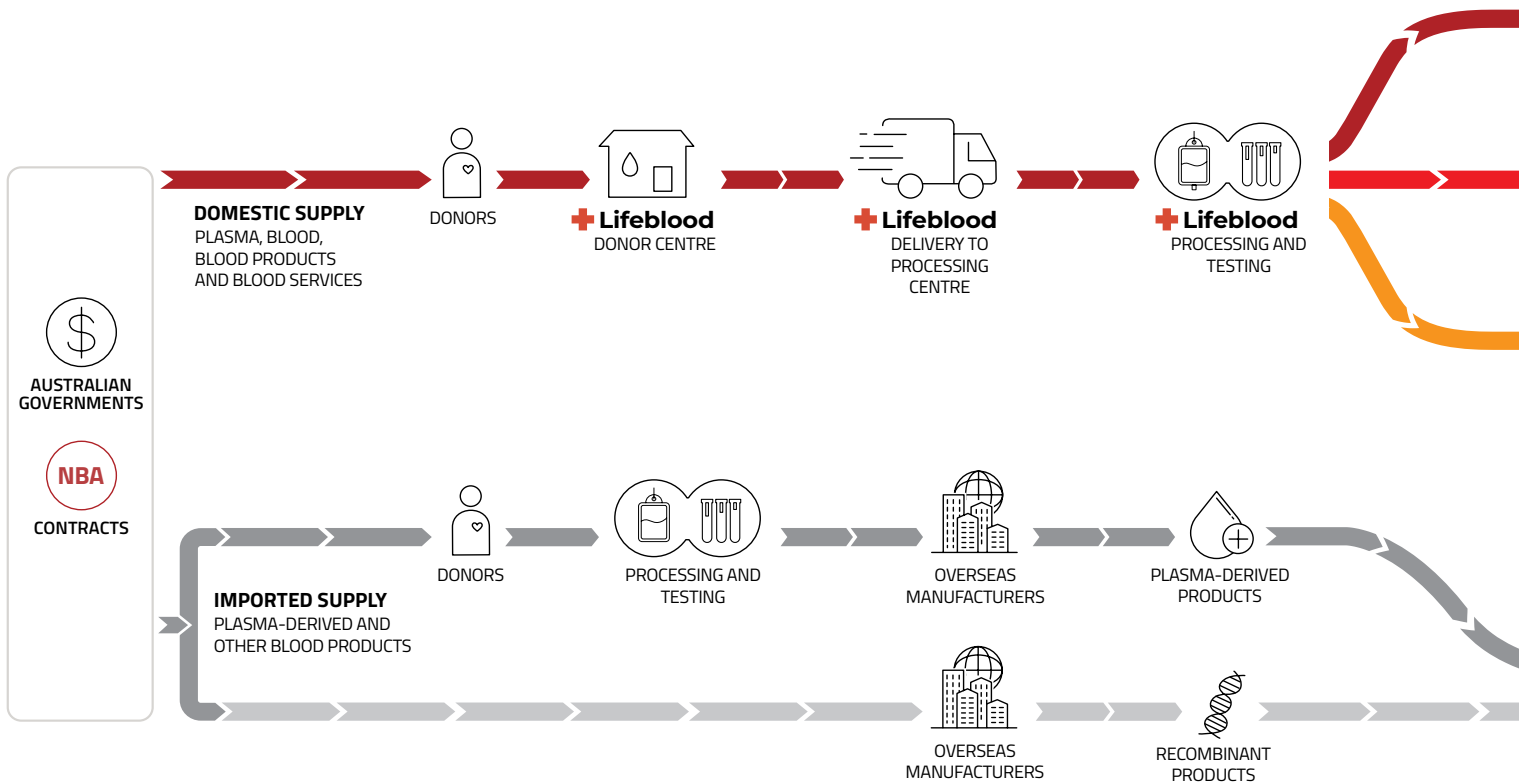
- ♦ NBA internal governance mechanisms
- ♦ the NBA Audit and Risk Committee
- ♦ reporting and discussion at NBA Board meetings.

Portfolio Budget Statements

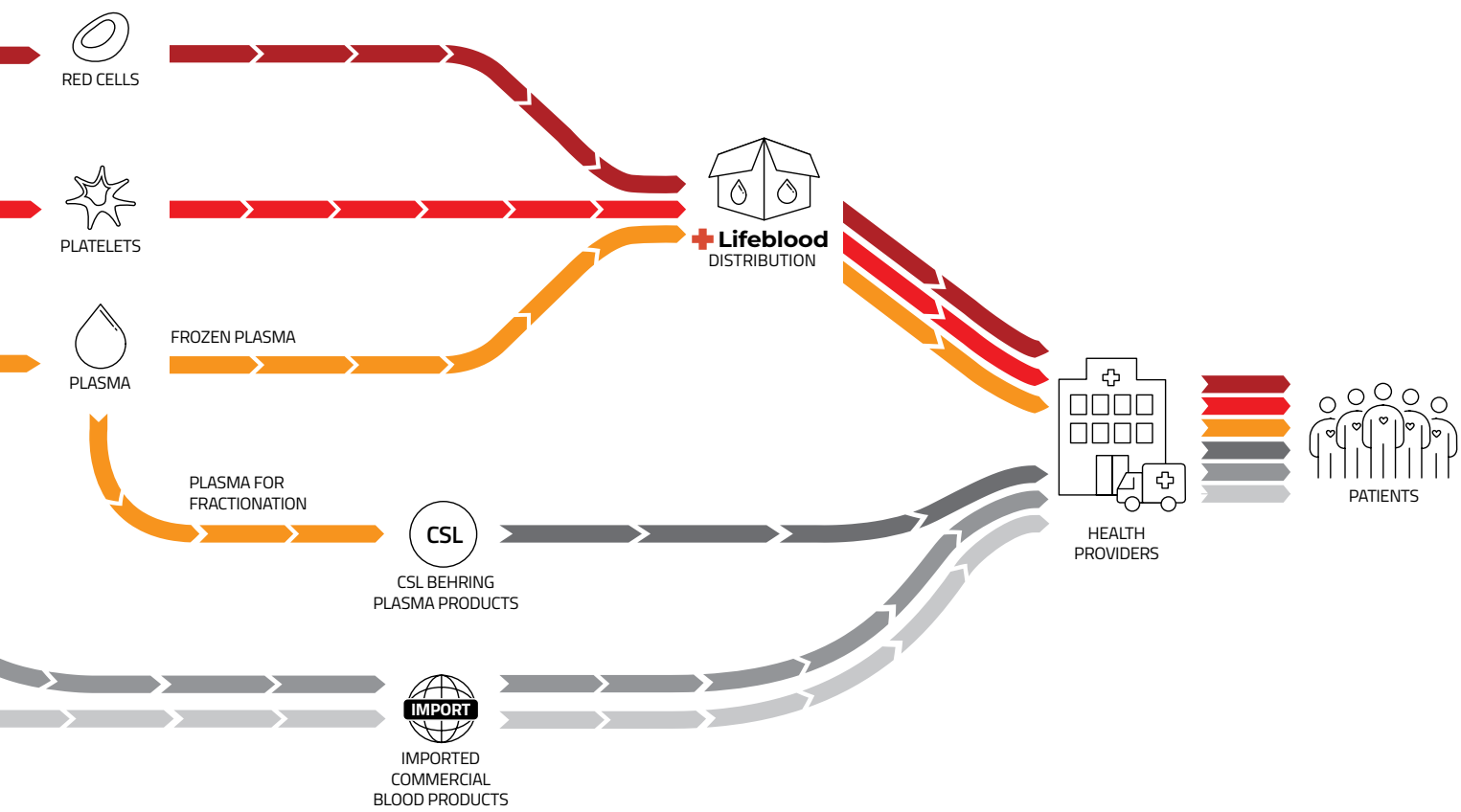
The following table shows the outcome, performance criteria and targets set for the NBA in the 2025–26 PBS.

Access to a secure supply of safe and affordable blood-related products, including through national supply arrangements and coordination of best practice standards within agreed funding policies under the national blood arrangements.				
Performance criteria	Target 2026–27	Target 2027–28	Target 2028–29	Target 2029–30
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-related 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.	<9% 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



OF BLOOD



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