NATIONAL BLOOD AUTHORITY AUSTRALIA

Annual Report

2025–26



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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.

Letter of transmittal

NATIONAL BLOOD AUTHORITY
AUSTRALIA

The Hon Rebecca White MP
Assistant Minister for Health and Aged Care
Parliament House
CANBERRA ACT 2600

Dear Assistant Minister

I am pleased to present the Annual Report of the National Blood Authority (NBA) and the NBA Board for the financial year 2025–26.

This report has been prepared in accordance with section 44 of the *National Blood Authority Act 2003*, section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and any enabling legislation that specifies additional requirements in relation to the annual report for presentation to the Parliament.

As the accountable authority of the NBA, I also present the 2025–26 annual performance statements of the NBA as required under section 39 of the PGPA Act. In my opinion, the annual performance statements are based on properly maintained financial records, accurately reflect the performance of the entity, and comply with section 39 of the PGPA Act.

The NBA has prepared fraud risk assessments and a fraud control plan and has in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet the specific needs of the agency. I have taken all reasonable measures to appropriately deal with fraud relating to the entity.

Yours sincerely



Adjunct Professor Adriana Platona PSM
Chief Executive
7 October 2026

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Key achievements in 2025–26

- Maintained an uninterrupted supply of blood and blood-related products that met clinical demand without needing to activate the National Blood Supply Contingency Plan.
- Continued strong and effective partnerships with suppliers of blood and blood-related products to manage blood arrangements in a challenging environment.
- Achieved savings of $161.4 million, or 7.6%, against the 2025–26 National Supply Plan and Budget of $2.140 billion.
- Annual growth in immunoglobulin demand of 7.1% through continued national oversight of access and use.
- Commenced a 2-year Quality Use of Immunoglobulin project to optimise appropriate use.
- Maintained the reduction in the level of red blood cell wastage at 1.1% of net issues.
- Completed 5 of the 8 recommendations from *Evaluate and develop options to improve access to SCIg: final report*.
- Commenced a new Services Agreement with the Australian Haemophilia Centre Directors' Organisation which supports improved patient outcomes by promoting safe, consistent and evidence-based care for people with bleeding disorders across Australia.
- Maintained compliance with Australian Government artificial intelligence requirements, including assigning a Chief AI Officer to strengthen governance, accountability and oversight of the NBA's responsible use of artificial intelligence.
- Provided staff with access to Microsoft 365 Copilot and Copilot Chat to support organisational productivity improvements, while considering the use of GitHub Copilot and other artificial intelligence tools for more specialist use cases in software development, service management and security.
- Supported the publication of 4 new BloodSafe eLearning training modules for health professionals.

Year at a glance

Snapshot of the blood sector in 2025–26

Donating

607,571
donors

246,570
plasma donors

1,738,042
blood donations

Issuing

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

Collecting and processing

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

Managing

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

Ordering (BloodNet)

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

Transfusing

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

Supplying

$854.3m
fresh blood components

$8.3m
diagnostic reagents

$1,089.3m
plasma-derived and recombinant products

Budgeting

$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

$980.3m
funding returned to governments

Chief Executive review

This report outlines the National Blood Authority's (NBA) performance during 2025–26 and the work undertaken to maintain Australia's national blood arrangements. The NBA manages these arrangements on behalf of all Australian governments to support access to safe, secure and affordable blood and blood-related products for Australian patients.

Australian governments collectively invested $2.140 billion in 2025-26 through the national blood arrangements. Most of this funding is directed through the NBA's major contractual arrangements with Australian Red Cross Lifeblood (Lifeblood) and CSL Behring (Australia) Pty Ltd. These arrangements support the collection, processing and supply of fresh blood products and plasma for fractionation, and the manufacture and supply of plasma-derived and recombinant products. They help ensure life-saving blood, blood-related products and services are available to patients without direct cost at the point of care.

The national blood sector continued to operate in a complex environment. In 2025–26, the NBA worked across the national blood sector to maintain supply, manage risks and support the appropriate use of blood and blood-related products. Demand for some products increased, global supply pressures continued, donor behaviour changed, and supply chains remained exposed to international market conditions, transport pressures and fuel volatility. These pressures reinforced the importance of national coordination, disciplined contract management and contingency planning.

Throughout the year, the NBA maintained supply of blood and blood-related products through active management of major supply contracts, and programs that support the appropriate use of blood and blood-related products.

The importance of blood donation was brought into sharp focus following the Bondi tragedy on 14 December 2025. The extraordinary response from the Australian community was matched by the outstanding efforts of Lifeblood, which rapidly mobilised its staff, volunteers and donation network to support around 50,000 blood and plasma donations and more than 120,000 future appointment bookings. This response highlighted the vital role Lifeblood plays in ensuring blood and blood products are available whenever and wherever they are needed.

Demand for plasma-derived products continued to grow. Strengthening domestic plasma collection remains a key part of improving supply security and supporting patients who rely on these products. Lifeblood implemented the Plasma Pathway and introduced gender-neutral assessments, and is working with Australian governments to support donor attraction and recruitment goals. This work aims to reduce barriers to donation, reach new donors and retain existing donors, including people who may not currently see donation as accessible or relevant to them.

Immunoglobulin (Ig) is a critical treatment for many Australians, and demand continues to grow. This places pressure on domestic and international supply and reinforces the need for strong national stewardship. Through the Quality Use of Immunoglobulin program, the NBA aims to optimise appropriate use.

The NBA also continued to review and test national contingency arrangements so the sector is prepared to respond to supply risks, demand surges and other disruptions affecting critical health blood and blood-related products.

Evidence and research remain important to the NBA's work. The National Blood Sector Research and Development Program supports research to inform policy, clinical practice and the safe, appropriate and sustainable use of blood and blood products. Round 6 of the program opened for applications during the reporting period. The NBA completed the assessment process and finalised funding agreements for 9 grants, with a total value of $2 million. These grants will support targeted research to inform policy, improve clinical practice and strengthen the evidence base for the national blood arrangements.

The NBA also focused on the capability, engagement and wellbeing of its people. The 2026 staff census provided feedback on workplace culture and areas for continued improvement. The NBA also closed out the 2025 census action plan, reflecting practical actions taken in response to staff feedback.

The NBA is taking a measured approach to AI adoption, with a focus on safe use, human oversight, accountability and information management controls. The NBA expects to expand access to Microsoft 365 Copilot to all staff by the end of 2026.

The NBA also supported the Review of the National Blood Arrangements. This work will inform future government consideration of the national blood arrangements and their ongoing effectiveness, sustainability and fitness for purpose.

Looking ahead, the NBA will continue to focus on the fundamentals of security, sustainability, affordability and appropriate use. Key priorities for 2026–27 include:

- negotiating and implementing the new National Fractionation Agreement for Australia before the current agreement expires on 31 December 2026
- continuing planning and engagement for the future Deed of Agreement with Lifeblood, ahead of the current arrangements ending on 30 June 2028
- supporting Lifeblood's work to grow and diversify the donor panel
- progressing the Quality Use of Immunoglobulin program
- strengthening supply preparedness and contingency arrangements
- continuing to use evidence, data and horizon scanning to inform policy and decision-making.

Throughout 2025–26, the NBA continued to benefit from the valuable advice, guidance and support provided by many stakeholders across the blood sector. We are grateful for the ongoing contributions of clinical experts, community and patient representatives, and others who have shared their expertise and perspectives.

Adjunct Professor Adriana Platona PSM
Chief Executive

Part 

Overview

About the NBA

NBA Board

Managing risk

About the NBA

Our vision

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

Our authority

The 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 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.

Our role and functions

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

The primary policy objectives of the National Blood Agreement signed by the Commonwealth, state and territory governments 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 the policy objectives of the National Blood Agreement, 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 responsible Minister and portfolio

The NBA is within the portfolio of the Minister for Health, Disability and Ageing. The NBA General Manager is the Chief Executive of the NBA and is a statutory officer reporting to the Assistant Minister for Health, Disability and Ageing within an intergovernmental framework.

Accountable authority

Details of the NBA's accountable authority during the 2025–26 reporting period are in Table 1.1.

Adjunct Professor Adriana Platona PSM was appointed as Chief Executive of the National Blood Authority for a 4-year term from 27 September 2025.

TABLE 1.1 Details of accountable authority during the current report period (2025–26)

Name	Position title/position held	Date of commencement	Date of cessation
Adjunct Professor Adriana Platona PSM	Chief Executive	27 September 2025	26 September 2029

Our organisational structure

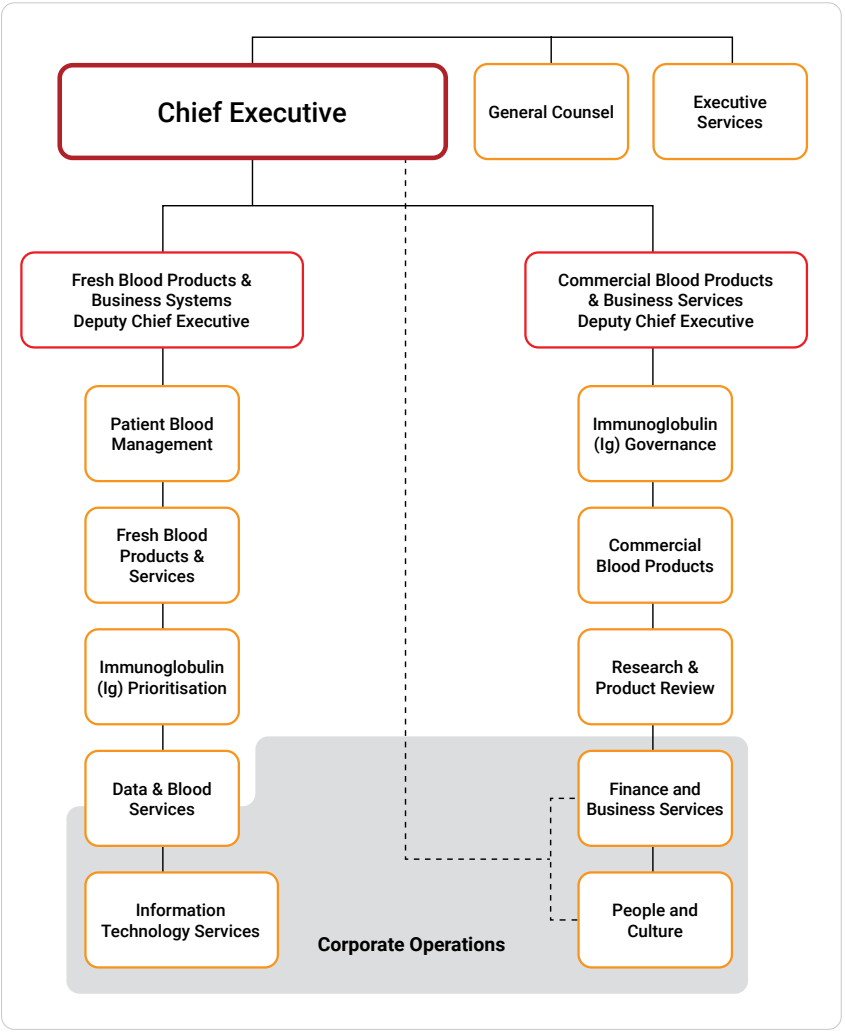
The NBA has two branches:

- 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. The Chief Executive (the General Manager in the NBA Act) is supported by the General Counsel and a small Executive Services team, which also supports the two Deputy Chief Executives.

Figure 1.1 shows our organisational structure as at 30 June 2026.

FIGURE 1.1 NBA organisational structure as at 30 June 2026



Our executive management team

As at 30 June 2026 the NBA executive management team comprised the following senior executives.



Adjunct Professor Adriana Platona PSM
Chief Executive

Adjunct Professor Adriana Platona PSM commenced as NBA Chief Executive in September 2025. She is a distinguished public sector leader recognised with the Public Service Medal for her outstanding service in public health.

Professor Platona has more than two decades of senior leadership experience in the Australian Department of Health, Disability and Ageing. She has led major reforms in policy, governance and service delivery, and is widely respected for her expertise in leadership, strategy, and public administration.



Mr Ben Noyen
Deputy Chief Executive, Commercial Blood Products and Business Services

Mr Noyen was appointed as Deputy Chief Executive in November 2023. He is an experienced senior leader with a background in health policy, compliance and regulation, manufacturing and corporate operations. Originally an industrial engineer, he has held private sector roles in business consulting and fraud and risk management. He served as a police officer early in his career.

At the NBA, Mr Noyen is responsible for the commercial strategy for supply of plasma-derived products, recombinant products and other alternative blood products. He leads the National Immunoglobulin Governance Program and manages the assessment and funding of new products. He is also responsible for national blood sector research and development and for the NBA's business services, including finance and human resources.



Ms Sandra Cochrane
Acting Deputy Chief Executive, Fresh Blood Products and Business Systems

Ms Cochrane was appointed as Acting Deputy Chief Executive in November 2025. She has been with the NBA since 2003 in several roles overseeing finance, supply management, contract management, data, and project management.

Ms Cochrane's responsibilities cover fresh blood products and services and related issues. This includes coordinating the national supply planning processes across Australia and the review of the National Blood Supply Contingency Plan. She has executive responsibility for the NBA's contract with Australian Red Cross Lifeblood. She also has responsibility for the Chief Information Officer group and for the NBA's ICT and data management activities.

Ms Cochrane's role includes responsibility for collaboration with the Australian Commission on Safety and Quality in Health Care on the National Safety and Quality Health Service Blood Management Standard. She represents the NBA on Lifeblood's National Blood Transfusion Committee to provide guidance and advice on the requirements and priorities of governments.

NBA Board

The NBA Board was established under the NBA Act to advise the Chief Executive on the performance of the NBA's functions. It is 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 of them chair or participate in NBA advisory and governance committees on specific issues where their expertise is valuable.

The Australian Minister for Health, Disability and Ageing appoints Board members after consulting with the states and territories.

The Board's functions are:

- to consult with the Minister about the appointment of the Chief Executive
- to advise the Chief Executive about the performance of the NBA's functions
- to liaise with governments, suppliers and others about matters relating to the NBA's functions
- any other functions specified in a written notice from the Minister to the Chair.

Board membership

As at 30 June 2026 the Board members were:

Name	Position	Appointment date
Dr Amanda Rischbieth AM	Chair	June 2019
Professor Nicola Spurrier PSM	Public Health Expert	June 2023
Dr John Rowell	State and Territory Representative (large jurisdiction)	June 2023
Ms Penny Shakespeare	Australian Government Representative	July 2019
Mr Peter Lewinsky AM	Financial Expert	November 2024
Dr Simon Towler	State and Territory Representative (small jurisdiction)	March 2025
Ms Jacquie Murphy	Community Representative	March 2026
Outgoing member		
Mr Geoff Bartle	Community Representative	June 2019

Report of the Board's operations

During 2025–26 the Board continued to provide expert advice and strategic perspectives to the Chief Executive on the performance of the NBA's functions. The Board supported the NBA's work to maintain a safe, secure, affordable and sustainable supply of blood and blood products for Australian patients.

The reporting period included an important leadership transition for the NBA. The Board welcomed Adjunct Professor Adriana Platona PSM as Chief Executive from late September 2025 and looks forward to continuing to work with her in support of the NBA's national role. The Board also acknowledges Mr John Cahill's longstanding contribution to the NBA and his support for a smooth transition.

Board membership changes occurred during the year and shortly after the reporting period, including changes to the Community Representative, State and Territory Representative and Australian Government Representative roles.

The Board farewelled Mr Geoffrey Bartle as Community Representative and welcomed Ms Jacqueline Murphy to that role. Mr Bartle was appointed as Community Representative in October 2017. The Board thanks him for his long and valued contribution to the NBA and the broader blood sector.

The Board welcomed Dr Simon Towler, former Jurisdictional Blood Committee representative for Western Australia, who acted as the State and Territory Representative (small jurisdiction) from 21 March 2025 before being appointed to the role from September 2025.

The Board acknowledges the forthcoming departure of Ms Penny Shakespeare as Australian Government Representative on 3 July 2026. Ms Shakespeare has served as the Australian Government Representative since January 2019, and the Board thanks her for her valued contribution. A new Australian Government Representative will be welcomed once appointed.

The Board had 3 meetings during 2025–26. At its meetings in November 2025, February 2026 and May 2026, the Board discussed key issues including:

- Chief Executive reports and regular performance scorecards
- corporate items, including workforce and staffing matters
- the 2025 Australian Public Service Employee Census
- blood inventory matters
- future fresh blood supply contract arrangements with Australian Red Cross Lifeblood and other contract arrangements
- immunoglobulin supply and demand stewardship, including the National Immunoglobulin Collaborative and the Immunoglobulin Prioritisation Framework
- the Review of the National Blood Arrangements
- stakeholder communication and engagement.

The Board continued to consider matters relating to the security and sustainability of the national blood supply. Discussion topics included blood inventory issues, key supply contract arrangements and the operating environment affecting the national blood arrangements.

The Board considered the continuing importance of effective immunoglobulin governance and stewardship. This included discussion of national work to support appropriate access, consistent decision-making, and preparedness for supply pressures.

The Board maintained its focus on the NBA's organisational performance, including corporate reporting, workforce matters and staff engagement. The Board noted the importance of the NBA continuing to maintain the capability, systems and relationships needed to deliver its functions in a complex national health environment.

The Board discussed stakeholder communication and the Commonwealth's Review of the National Blood Arrangements. The Board Chair observed 4 Jurisdictional Blood Committee meetings during the year, supporting engagement with jurisdictions and awareness of key issues across the national blood arrangements. These activities supported the Board's advisory role in relation to the future direction, effectiveness and sustainability of the national blood sector.

I acknowledge and thank Board members for their advice and contribution throughout the year. The Board also acknowledges the work of NBA staff and the ongoing contributions of governments, Lifeblood, suppliers, clinicians, patients and sector stakeholders who support the national blood arrangements.

Dr Amanda Rischbieth AM
Chair
National Blood Authority Board

Managing risk

The NBA's risk management arrangements in compliance with section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) are established in our Risk Management Policy, which sets out our approach to managing risks to our people, systems, resources or operations. The Risk Management Policy and associated framework document a risk culture in which staff responsibly engage with risk as part of their day-to-day activities and make measured risk-informed decisions.

The NBA accepts risk as a natural part of its business and works to responsibly manage uncertainty within tolerable levels, relative to the nature and significance of each risk and to the potential impacts should a risk be realised. The NBA's enterprise-level risk management policy and framework identify the principles of risk in our organisation and the framework for staff to confidently engage with risk, using current best practice that aligns with Commonwealth requirements.

The NBA actively manages its risks with specific controls to ensure Australia maintains an adequate, safe, secure and affordable supply of blood, blood products and blood services. Through the National Managed Fund, the NBA has a contingency for potential claims relating to the activities of Lifeblood.

National Blood Supply Contingency Plan

Under the national blood arrangements, the NBA is responsible for ensuring that patients in Australia have access to an adequate, safe and secure supply of blood and blood products. This includes having contingency and risk mitigation measures in place to ensure the continuity of supply. The National Blood Supply Contingency Plan (NBSCP) provides the NBA and its key stakeholders with a framework for a coordinated national response to supply risks.

In 2025–26 there were no events that triggered the NBSCP.

National Blood Supply Contingency Plan review

The NBA and jurisdictions are collaborating to ensure the NBSCP provides the highest level of operational preparedness for a safe and secure blood supply for Australian patients. In 2025–26 we continued to review and update the NBSCP.

The objective of the NBSCP review and update is to ensure the plan remains fit for purpose, including expanded information covering roles and responsibilities, strengthened communication channels in times of activation of the plan, and clearer escalation and management responsibilities during an activation of the plan.

KPMG was engaged to work with the NBA and a jurisdictional working group (with representatives from all jurisdictions and the Australian Red Cross Lifeblood) to review and update the plan and to then develop a set of exercises/simulations to test the plan.

The initial stakeholder engagement is key to understanding how the NBSCP fits not just within the blood sector but also within the broader health sector and the wider emergency management sector at both the state/territory and Commonwealth levels, including contingency planning, approaches to emergency management and lessons learned through the COVID-19 pandemic. The stakeholder engagement approach is designed to facilitate effective communication and collaboration to ensure the review of the NBSCP builds in contemporary roles and responsibilities.

KPMG delivered the initial stakeholder consultation and the desktop review, and the NBSCP Review Report. The draft updated NBSCP has been developed and reviewed by all jurisdictions and Lifeblood through the NBSCP working group. The project will continue into 2026–27.

Information and Communications Technology Disaster Recovery Plan

The NBA's ICT Disaster Recovery Plan (DRP) is under review because of changes to our ICT environment in 2025–26. It will contain detailed instructions to return critical ICT services to use if there is a major disruption. The NBA's systems are resilient by design, and through our move to cloud-based infrastructure we have further improved the resilience of our environment.

Our ICT DRP was not activated in 2025–26 but elements of it were tested and proved effective in our responses to ICT incidents and in data-restoration trials.

We continue to develop updates to the ICT DRP to bring it in line with the current blood sector operating environment and the NBA's modernised ICT infrastructure environment. The plan also supports the NBA's response to cyber security incidents and other significant disruptions. Cyber security remains an ongoing focus of our disaster recovery planning.

Part 2

Performance

Annual performance statements

Strategy 1: Provide a safe, secure, and affordable supply of blood and blood-related products and services

Strategy 2: Drive performance improvement in the Australian blood sector

Strategy 3: Promote a best practice model of the management and use of blood and blood-related products and services

Strategy 4: Develop and provide advice to support a sustainable blood sector in Australia

Strategy 5: Be a high-performing organisation

Annual performance statements

The performance reporting format for the National Blood Authority (NBA) for 2025–26 reflects the structure set out in Department of Finance Resource Management Guide No. 134 *Annual performance statements for Commonwealth entities*.

Accountable authority statement

As the accountable authority of the National Blood Authority, I present the entity's 2025–26 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity and comply with subsection 39(2) of the PGPA Act.



Adjunct Professor Adriana Platona PSM
Chief Executive
National Blood Authority

Introductory statement

As required by the PGPA Act, this part of the Annual Report outlines the NBA's actual performance results against the planned performance criteria set out in the Health Portfolio Budget Statements 2025–26 (PBS) and the Corporate Plan for 2025–26.

In accordance with paragraph 17(2)(b) of the PGPA Rule 2014, the Audit and Risk Committee has reviewed the NBA's performance reporting as part of its functions and considers the reporting appropriate.

Performance framework

In pursuing its vision in 2025–26, the NBA worked to deliver against the outcome, program and performance measures outlined in the 2025–26 PBS. We did this through the 3 objectives and 5 strategies set out in our Corporate Plan 2025–26 to 2028–29.

Outcome

Outcome 1: Access to a secure supply of safe and affordable blood products
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.

Program contributing to the outcome

Program 1.1: National Blood Agreement Management
The National Blood Authority is a material statutory entity that manages and coordinates arrangements for the supply of blood and blood-related products and services on behalf of all Australian governments in accordance with the National Blood Agreement.

The primary objectives of the National Blood Agreement are to:

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

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.

Strategies

1. Provide a safe, secure and affordable supply of blood and blood-related products and services.
2. Drive performance improvements in the Australian blood sector.
3. Promote a best-practice model of the management and use of blood and blood-related products and services.
4. Develop and provide policy advice to support a sustainable blood sector in Australia.
5. Be a high-performing organisation.

These strategies align with the performance measures in the PBS as shown in Table 2.1.



TABLE 2.1 Alignment of PBS performance measures with the Corporate Plan 2025–26 to 2028–29

PBS Outcome 1: 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 measures (PBS)	**2025–26 targets (PBS)**	**Strategies (Corporate Plan)**
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.	Strategy 1: Provide a safe, secure and affordable supply of blood and blood-related products and services.
The supply outcome is within 5% of the National Supply Plan & Budget approved by governments.	<5% variation.	Strategy 1: Provide a safe, secure and affordable supply of blood and blood-related products and services.
Appropriate access and use of immunoglobulin (Ig), as indicated by clinical demand against approved access criteria.[1]	<8% growth in Ig demand under approved criteria.	Strategy 1: Provide a safe, secure and affordable supply of blood and blood-related products and services.
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.[2]	Strategy 2: Drive performance improvements in the Australian blood sector.
		Strategy 3: Promote a best-practice model of the management and use of blood and blood-related products and services.
		Strategy 4: Develop and provide policy advice to support a sustainable blood sector in Australia.
		Strategy 5: Be a high-performing organisation.

1. For further information about the criteria, refer to the Ig Governance website, available at www.criteria.blood.gov.au.

2. Performance reporting and benchmarking information is published progressively throughout the year as data collation and analysis is completed, and such reporting and information is also included annually in the NBA Annual Report.

Summary of overall performance

The NBA delivered Program 1.1, National Blood Agreement Management. It managed and coordinated arrangements for the supply of blood and blood-related products and services on behalf of all Australian governments in accordance with the National Blood Agreement.

The NBA achieved its outcome and delivered its program by successfully implementing its 5 strategies, as set out in the following sections.

Tables 2.2 and 2.11 to 2.14 summarise the NBA's performance results for 2025–26. The performance measures in these tables are the key performance indicators (KPIs) from the 2025–26 Corporate Plan. For strategies 1 and 2, which have performance targets in the 2025–26 PBS, the tables also state the PBS targets.

Strategy 1:

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

The NBA manages the national blood supply to ensure healthcare providers have sustainable, reliable and efficient access to blood and blood-related products they need for patient care.

Under contract with the NBA, the Australian Red Cross Lifeblood is responsible for collecting blood and plasma from donors in Australia and supplying plasma to CSL Behring (Australia) Pty Ltd for processing into plasma-derived products.

To ensure clinical demand is met, Australia also imports some blood products. To make up for any shortfall in domestic production and to supply products not otherwise available in Australia, the NBA manages contracts with multinational suppliers to ensure adequate supply and value for money for these products.

To ensure continuous provision of a safe, secure and affordable supply of blood and blood products, the NBA closely monitors, anticipates and responds to:

- changes in the clinical environment and their impact on the demand for blood and blood products
- supply dynamics
- the development of new products and services, the evolution of existing products and services, and variations in product usage
- the state of clinical knowledge, and associated research and development.

Table 2.2 summarises our results against the 2025–26 performance measures for Strategy 1.

TABLE 2.2 Key performance indicators: Provide a safe, secure, and affordable supply of blood and blood-related products and services

Summary of results against 2025–26 performance indicators	
Indicator	**Outcome**
Availability of blood and blood-related products meets clinical requirements.	Met Blood and blood-related products were available to meet clinical requirements.
National Supply Plan and Budget agreed by governments.	Met All governments endorsed the 2026–27 National Supply Plan and Budget.
Multiple contracts from diverse sources for blood products are in place and well-managed.	Met 19 contracts and KPIs achieved. There were no events that required the National Blood Supply Contingency Plan to be activated.
Provision and use of Ig is consistent with access criteria. (PBS target: <8% growth in Ig demand under approved criteria)	Met Actual results were 7.1% growth in Ig demand.
Collection and production yield for domestic Ig is maximised.	Not met The plasma for fractionation target was not met in 2025–26. Lifeblood delivered 940 tonnes against a target of 951 tonnes.
Discards as a percentage of net issues of red blood cells is less than 1.5% nationally.	Met Discards as a percentage of net issues of red blood cells were 1.1%.
Supply outcome is within 5% of the National Supply Plan and Budget approved by governments. (PBS target: <5% variation)	Not met Actual results were 7.6% ($161.4 million) below the National Supply Plan and Budget.

Performance criteria source: NBA Corporate Plan 2025–26 to 2028–29, p. 26; Health Portfolio PBS, pp. 340–341.

The NBA achieved 5 of the 7 performance measures for Strategy 1.

Delivery of Strategy 1

In 2025–26 the NBA managed the national blood supply to ensure healthcare providers had sustainable, reliable and efficient access to blood and blood-products needed for patient care.

We ensured blood supply security by:

- working with all Australian jurisdictions to set and manage the annual National Supply Plan and Budget (NSP&B)
- negotiating and managing blood supply contracts with Australian and overseas suppliers – including our deeds of agreement with Lifeblood and CSL Behring (Australia) Pty Ltd.

Through these contracts we secured the safe, secure and affordable supply of:

- fresh blood products (red blood cells, platelets and plasma)
- plasma-derived and recombinant products, including Ig and clotting factors.

To ensure that we continue to deliver Strategy 1 effectively in future years, we will:

- negotiate a new national fractionation agreement for Australia to replace the current agreement before it expires at the end of 2026
- commence development of a new deed of agreement for Lifeblood services.

National Supply Plan and Budget

A key element of the NBA's role in ensuring security of supply is to develop, coordinate and monitor the annual NSP&B. This includes obtaining annual approval from Health Ministers.

We achieve this by:

- developing a national estimate of product demand for the year
- liaising with jurisdictions to refine the estimated demand for products
- collecting and distributing data on products issued and reporting to jurisdictions on variations to the approved supply plan
- intensively managing products to meet clinical demand if they are in short supply.

Performance against the 2025–26 National Supply Plan and Budget

Throughout 2025–26, products were supplied to meet clinical demand, and supply risks were effectively managed. The approved budget for 2025–26, covering supply and management of blood and blood products and services under contract, was $2,140 million. Of this, $885 million was allocated for fresh blood products and plasma collection, and $1,226 million for plasma-derived and recombinant products. There was also a budget of $28.7 million for activities supporting the appropriate use and management of blood, blood products and blood-related services. This included:

- administering the Australian Bleeding Disorders Registry (ABDR)
- maintaining the Australian Haemophilia Centre Directors' Organisation (AHCDO)
- funding BloodSafe eLearning Australia
- managing Ig governance arrangements
- maintaining and enhancing blood sector ICT systems
- assessing and reviewing blood products
- maintaining the day-to-day operations of the NBA.

TABLE 2.3 Blood and blood-related products purchased, by product category, 2021–22 to 2025–26

Products purchased	Supplier	2021–22 ($m)	2022–23 ($m)	2023–24 ($m)	2024–25 ($m)	2025–26 ($m)
Fresh blood products	Australian Red Cross Lifeblood	708.83	685.83	752.62	775.90	854.28
Domestic plasma products	CSL Behring (Australia) Pty Ltd	325.92	311.83	321.41	342.96	393.30
Imported plasma and recombinant products	CSL Behring (Australia) Pty Ltd	179.17	169.31	161.18	169.58	203.78
	Takeda Pharmaceuticals Australia Pty Ltd					
	Roche Products Pty Ltd					
	Pfizer Australia Pty Ltd					
	Novo Nordisk Pharmaceuticals Pty Ltd					
	Sanofi-Aventis Australia Pty Ltd					
Imported Ig	CSL Behring (Australia) Pty Ltd	257.05	399.22	447.03	454.60	492.19
	Takeda Pharmaceuticals Australia Pty Ltd					
	Octapharma Australia Pty Ltd					
	Grifols Australia Pty Ltd					
Diagnostic reagent products	Grifols Australia Pty Ltd	4.73	4.74	4.79	4.80	8.30
	Paragon Care Group Australia Pty Ltd					
	Ortho-Clinical Diagnostics					
	Bio-Rad Laboratories Pty Ltd					
Total purchases of blood and blood-related products		**1,475.70**	**1,570.95**	**1,687.03**	**1,747.84**	**1,951.86**

Contract management to secure supply

Effective contract management is essential to the NBA's success in securing supply of blood, blood-related products and blood-related services.

We develop contracts in line with the Commonwealth Procurement Rules and manage them in line with best-practice guidance including the Australian Government Contract Management Guide.

In 2025–26 the NBA managed 19 blood and blood product supply contracts and arrangements.

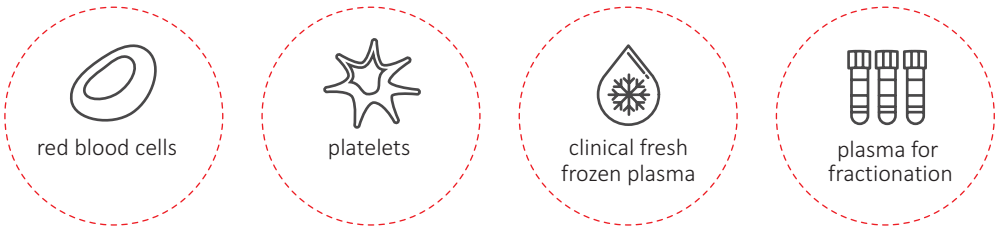
To secure the supply of fresh blood products nationally, the NBA manages a Deed of Agreement on behalf of all Australian governments with the Australian Red Cross Society for services provided by Lifeblood.

To secure Australia's supply of plasma and recombinant products, the NBA managed 18 contracts with commercial suppliers in 2025–26, including:

- the National Fractionation Agreement for Australia with CSL Behring (Australia) Pty Ltd
- contracts with commercial suppliers for supplies of:
  - imported Ig
  - imported recombinant factors VIIa, VIII, IX and XIII
  - other imported plasma and recombinant products.
- standing offer arrangements for supplies of red cell diagnostic reagent products.

Fresh blood products

The fresh blood products supplied in 2025–26 are listed in Appendix 3. The main products were red blood cells, platelets, clinical fresh frozen plasma, and plasma for fractionation.



The Deed of Agreement that covers Lifeblood's operations ensures funding to Lifeblood for all reasonable costs it incurs for the collection, processing and supply of blood and blood-related products and services covered by the Deed. The trend in expenditure on fresh blood (see Table 2.4) reflects:

- changes in the demand for some fresh blood products over time
- the effect of the funding model for the operations and sustainability of Lifeblood.

Key factors that influenced changes in 2025–26 were:

- continued higher demand for red blood cells (1.3% higher compared to 2024–25)
- annual indexation of 3.1%
- collection of 940 tonnes of plasma for fractionation that, while an increase of around 3.9% from the previous year, fell 1.2% below the plasma target of 951 tonnes
- continued high demand for Ig and its impact on demand for domestic plasma.

The lower plasma collections compared to the target were the result of a range of factors, including:

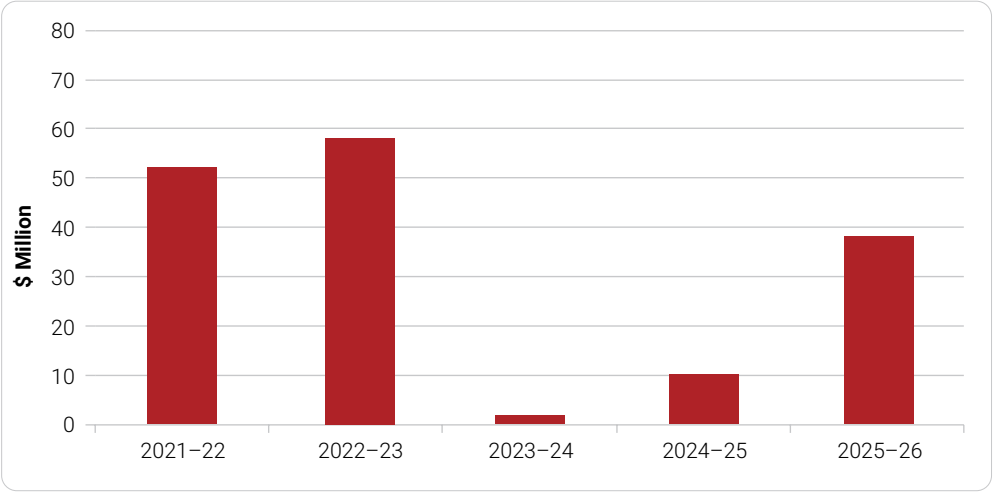
- seasonal illness impacts
- natural disasters and extreme weather events closing donor centres for short periods
- the need to temporarily convert some plasma donations to whole-blood donations at times, to support national supplies of whole blood.

TABLE 2.4 Fresh blood expenditure since 2016–17

Year	Amount (A$ million)	Growth (%)
2016–17	582.4	−1.0
2017–18	620.7	6.6
2018–19	667.9	7.6
2019–20	651.5	−2.5
2020–21	698.5	7.2
2021–22	708.8	1.5
2022–23	685.8	−3.2
2023–24	752.6	9.7
2024–25	775.9	3.1
2025–26	854.3	10.1
Total	**6,998.4**	**3.9% average**

The cost of fresh blood products issued under the national blood arrangements in 2025–26 totalled $848.7 million, against a budget of $885.3 million.

FIGURE 2.1 Savings to governments for fresh blood products 2021–22 to 2025–26



Savings to governments include savings from the budget and surpluses in operating costs for Lifeblood. From 2023–24 to 2025–26 the savings were from the budget.

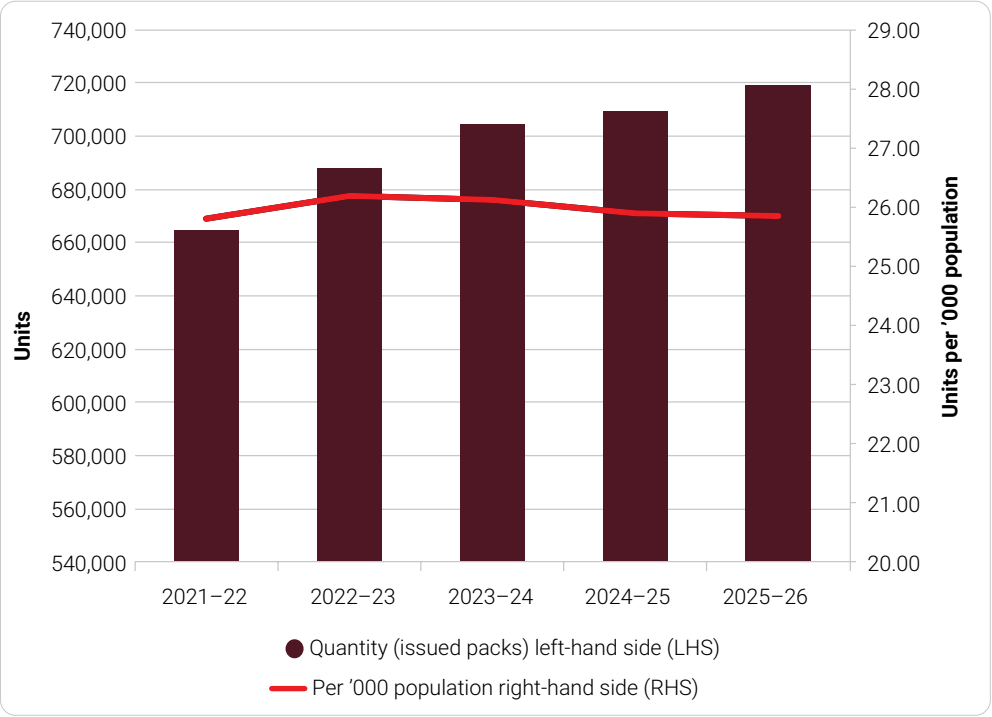
Red blood cells

Red blood cells contain haemoglobin and are the oxygen-carrying cells of the body. They are used in the treatment of many different diseases and blood disorders. They are also used during surgeries, in cancer treatments, for patients injured in accidents or other traumas, and during pregnancy and childbirth.

Red blood cells make up approximately 15.5% of total blood and blood product expenditure. They are the second-largest item in the total cost of fresh products, after plasma for fractionation.

Figure 2.2 illustrates an increase of 1.3% in red blood cells issued compared with 2024–25.

FIGURE 2.2 Red blood cells issued by Lifeblood 2021–22 to 2025–26 per '000 population

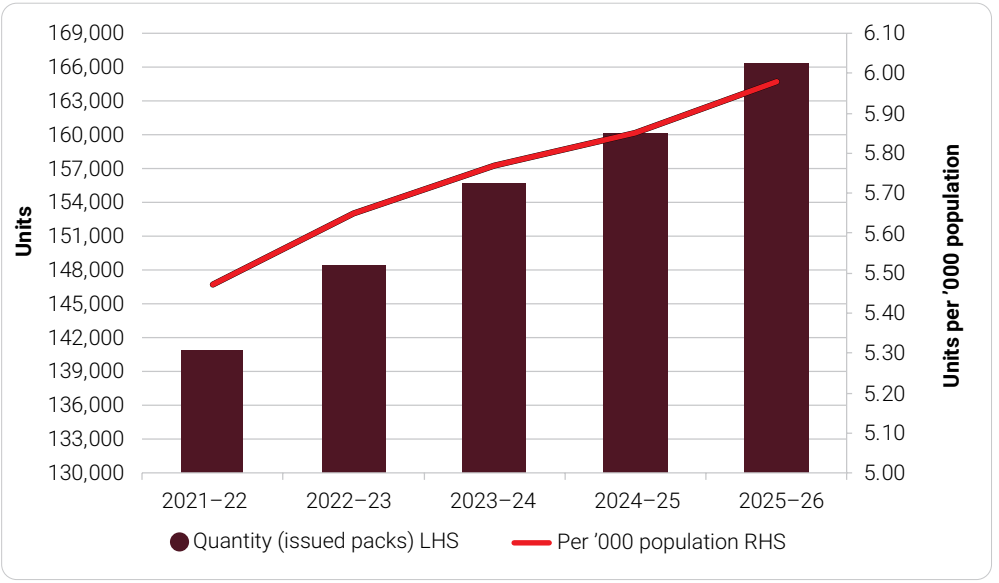


Platelets

Platelets are tiny fragments of cells in blood that group together to stop bleeding and seal wounds. They are used to treat patients whose platelet counts are extremely low, and to stop bleeding during surgeries or major traumas. Platelets make up 3.4% of total blood and blood product expenditure.

Figure 2.3 shows a 3.9% increase in platelets issued compared with 2024–25. Platelets are derived from both apheresis (the process used to collect separate blood components) and whole-blood collections. In 2025–26, 33% of the platelets issued were from apheresis (34% in 2024–25) and 67% from whole blood (66% in 2024–25).

FIGURE 2.3 Platelets issued by Lifeblood 2021–22 to 2025–26 per ’000 population



Plasma collection

Plasma is the liquid portion of blood that carries red and white cells, platelets, proteins and nutrients through the body. It contains antibodies, clotting agents to help stop bleeding, and albumin.

Lifeblood collects plasma for a range of purposes. It processes collected plasma into fresh frozen plasma for transfusions for patients. Fresh frozen plasma makes up 0.9% of total blood and blood product expenditure.

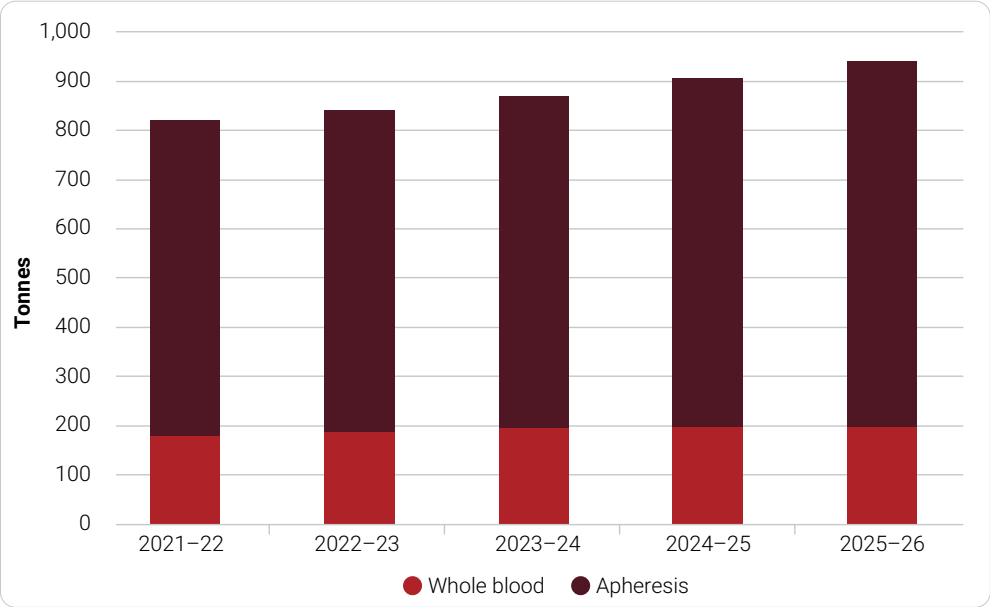
Lifeblood also collects plasma for fractionation, to supply to CSL Behring (Australia) Pty Ltd to manufacture plasma-derived products. Plasma for fractionation is the largest item in the total cost of blood and blood-related products, representing 39.7% of total expenditure.

Figure 2.4 shows the supply of plasma for fractionation for the last 5 years.

In 2025–26 Lifeblood supplied 940.0 tonnes of plasma to CSL Behring (Australia) Pty Ltd, against a target of 951 tonnes. This comprised 199.7 tonnes of plasma from whole blood and 740.3 tonnes of plasma derived from apheresis.

Figure 2.4 shows the ratio of the supply of whole blood plasma to the supply of apheresis plasma for fractionation.

FIGURE 2.4 Whole blood plasma and apheresis plasma for fractionation 2021–22 to 2025–26



In February 2026, Lifeblood introduced allogeneic serum eye drops (AlloSED), replacing other types of serum eye drops.

Contract with Lifeblood

Under the national blood arrangements, the NBA (representing all Australian governments) has a Deed of Agreement with the Australian Red Cross Society, operating through Lifeblood. Lifeblood is the sole national provider of services to collect, process and supply fresh blood products and services, and plasma for fractionation.

The supply of fresh blood products is an essential clinical service that saves and improves lives every day. The Deed is therefore one of the NBA's most important contracts. We operate a continuous program of interaction and reporting to ensure that Lifeblood is performing and accountable under the Deed.

The current Deed commenced on 1 July 2016 and expires on 30 June 2028. The NBA has begun work to establish new contract arrangements before the current Deed's expiry date.

Performance

Lifeblood's performance is a key element in meeting blood sector objectives. The requirements that Lifeblood must meet are set out in the Deed and in a Statement of Expectations. Table 2.5 shows Lifeblood's performance against selected indicators.

TABLE 2.5 Lifeblood performance for key indicators

Domain	Indicator	2024–25 result	2025–26 Statement of Expectations target	2025–26 result
Donor management	New donors Whole blood and apheresis (combined)	110,058	n/a	126,006
Effective management of Lifeblood inventory	Number of days within inventory bands	296	n/a	299 (82%)[1]
	Red cell yield (proportion of collections converted to supply)	93.3%	n/a	92.7%
	Age of red cells at issue (days)	5.4	n/a	6.0
	Clinically acceptable order fulfilment on red blood cells	97.0%	≥95%	97.0%
Ensure health provider satisfaction	Health providers are satisfied with the provision of products and services with a mean overall satisfaction level of ≥8 /10	9.4	≥8/10	9.3
Deliver financial efficiencies	Annual ongoing operational efficiencies of ≥1% of total funding are achieved in accordance with the OBFM[3]	Deficit $1.6m	Deficit <$17.5m	Deficit = $5.3m[2]

1 This includes 27 days when Lifeblood was above the inventory band following the Bondi tragedy.

2 Interim result as of 30 June 2026, subject to external audit and adjustments (anticipated September 2026).

3 OBFM = Output Based Funding Model.

Plasma and recombinant products

The total cost of plasma-derived and recombinant products issued under NBA arrangements in 2025–26 was $1,101.8 million. This was an increase of $126.7 million (13.0%) from 2024–25. The main reason for this increase was a 7.1% increase in the demand for Ig ($82.8 million) and an increase in demand for emicizumab (Hemlibra) of $34.2 million.

Management of the National Fractionation Agreement

The NBA is responsible for negotiating and managing the National Fractionation Agreement for Australia (NaFAA), which commenced on 1 January 2018 and will continue until 31 December 2026. Under the NaFAA, CSL Behring (Australia) Pty Ltd manufactures plasma-derived blood products using plasma collected by Lifeblood from Australian donors. These products include clotting factors to treat people with haemophilia and other bleeding disorders, Ig to help patients with immune system disorders and immune-mediated conditions, hyperimmune Ig products to treat exposures to specific diseases, and albumin for burns, surgery and kidney disease treatment.

The NBA is progressing work to establish new contract arrangements before the current agreement's expiry date.

In 2025–26, 940 tonnes of Australian plasma was pooled for fractionation, with expenditure totalling $369.7 million.

Performance

Table 2.6 shows the performance of CSL Behring (Australia) Pty Ltd against the NaFAA key performance indicators (KPIs) in 2025–26. CSL Behring (Australia) Pty Ltd maintained sufficient supply of all products throughout 2025–26 despite some deviations from performance targets.

TABLE 2.6 CSL Behring (Australia) Pty Ltd NaFAA performance 2025–26

Description of performance measure		Target	Results			
KPI 1	**Plasma stewardship** – *ability to minimise loss of plasma during the manufacturing process or through loss or expiry of product*					
		Target	Q1	Q2	Q3	Q4
	Starting plasma (Ig)	<=2,000kg	0kg	0kg	0kg	0kg
	Starting plasma (hyperimmune)	<=200kg	0kg	0kg	0kg	0kg
	Failed production batches (Ig)	0kg	0kg	0kg	0kg	0kg
	Failed production batches (hyperimmune)	0kg	0kg	0kg	0kg	224.749kg[1]
	Low-yielding production batches (Ig)	0kg	0kg	0kg	0kg	0kg
	Loss or expiry of products (Ig)	0kg	0kg	0kg	0kg	0kg
	Loss or expiry of products (hyperimmune)	0kg	0kg	0kg	0kg	0kg
KPI 2	**Production yield** – *average production yield for IVIg and SCIg*		Not published			
KPI 3	**Management of required inventory levels** – *the maintenance of agreed inventory levels to ensure the continuity of supply*					
		Target	Q1	Q2	Q3	Q4
	Minimum starting plasma inventory		Not active in 2025–26			
	Products in inventory	100%	Not Achieved[2]	Not Achieved[2]	Not Achieved[2]	Not Achieved[2]
	Products in the national reserve	100%	Achieved	Achieved	Achieved	Achieved
KPI 4	**Fulfilment of orders** – *the fulfilment of orders on time, as ordered and in accordance with contract requirements*					
		Target	Q1	Q2	Q3	Q4
	Orders by distributor (Lifeblood) and non-distributor	98%–100%	99.8%	99.8%	97.4%	99.9%
KPI 5	**Shelf life of national reserve products** – *the maintenance of minimum shelf life requirements for all products in the national reserve*					
		Target	Q1	Q2	Q3	Q4
		100%	Not Achieved[3]	Not Achieved[3]	Not Achieved[3]	Not Achieved[3]

1 This KPI deviation arose from an unforeseen short-term manufacturing issue and did not adversely affect the overall supply of products due to the availability of inventory reserves. Financial penalties were imposed by the NBA in accordance with the NaFAA.

2 This KPI deviation did not adversely affect the overall supply of products. This KPI deviation arose from lower than forecast clinical demand for Rh (D) Ig and Hepatitis B Ig and was beyond the reasonable control of CSL Behring (Australia) Pty Ltd.

3 This KPI deviation arose from lower than forecast clinical demand for Rh (D) Ig and Hepatitis B Ig and was beyond the reasonable control of CSL Behring (Australia) Pty Ltd.

Imported immunoglobulin products

Immunoglobulin (Ig) products imported from overseas complement the domestic plasma-derived products supplied by CSL Behring (Australia) Pty Ltd under the NaFAA. The NBA maintains arrangements with multiple suppliers to secure a range of Ig products to ensure that we can meet the overall clinical demand for blood products in Australia. In 2025–26, imported Ig products made up 54.7% of the total Ig supplied in Australia.

Product and supplier diversity remains very important in an uncertain global operating environment to ensure that Australian health providers have adequate, safe and secure access to blood products needed for patient care.

There are 4 contracts in place for the supply of imported Ig under the national blood arrangements. These contracts commenced progressively from 1 January 2021 and continue until 31 December 2027 for the supply of 6 intravenous immunoglobulin (IVIg) products and 3 subcutaneous immunoglobulin (SCIg) products.

Table 2.7 summarises these supply arrangements. The suppliers are CSL Behring (Australia) Pty Ltd, Grifols Australia Pty Ltd, Takeda Pharmaceuticals Australia Pty Ltd and Octapharma Australia Pty Ltd.

In 2025–26 the NBA spent a total of $492.2 million under these contracts.

Performance

TABLE 2.7 Supplier performance 2025–26: imported immunoglobulin products

KPI	Performance	CSL Behring (Australia) Pty Ltd	Grifols Australia Pty Ltd	Octapharma Australia Pty Ltd	Takeda Pharmaceuticals Australia Pty Ltd
KPI 1	In-country reserve	Achieved	Achieved	Achieved	Achieved
KPI 2	Shelf life on products delivered	Achieved	Achieved	Achieved	Achieved
KPI 3	Delivery performance	Achieved	Achieved	Achieved	Achieved
KPI 4	Reporting accuracy and timeliness	Achieved	Achieved	Achieved	Achieved

Imported plasma-derived and recombinant blood products

The NBA has contracts (the IPRP Deeds) with suppliers to import certain plasma-derived and recombinant blood products to augment domestic supply. These are products that Australia does not manufacture or does not manufacture in a sufficient quantity to meet clinical demand. This includes clotting factors and other blood products used to treat a range of bleeding disorders such as haemophilia and other rare blood diseases.

In June 2025 the NBA finalised a procurement for new national contracts for the supply of several products used for the treatment of haemophilia A and B. The procurement resulted in the establishment of contracts with 5 companies. The contracts commenced in July 2025:

- Sanofi-Aventis Australia Pty Ltd, Takeda Pharmaceuticals Australia Pty Ltd, Pfizer Australia Pty Ltd and CSL Behring (Australia) Pty Ltd for the supply of recombinant factor VIII (rFVIII) and recombinant factor IX (rFIX)
- Roche Products Pty Ltd for the supply of emicizumab (Hemlibra), a monoclonal antibody.

In 2025–26 the NBA managed IPRP Deeds with:

- CSL Behring (Australia) Pty Ltd
- Novo Nordisk Pharmaceuticals Pty Ltd
- Pfizer Australia Pty Ltd
- Sanofi-Aventis Australia Pty Ltd
- Takeda Pharmaceuticals Australia Pty Ltd
- Roche Products Pty Ltd.

Expenditure under these contracts in 2025–26 totalled $203.8 million.

Performance

TABLE 2.8 Supplier performance 2025–26: imported plasma and recombinant products

Performance measure	KPI 1	KPI 2	KPI 3	KPI 4
Supplier	**In-country reserve product inventory**	**Shelf life on products delivered**	**Delivery performance**	**Reporting accuracy and timeliness**
Sanofi-Aventis Australia Pty Ltd (Alprolix, Eloctate)	Achieved	Achieved	Achieved	Achieved
Roche Products Pty Ltd (Hemlibra)	Achieved	Achieved	Achieved	Achieved
CSL Behring (Australia) Pty Ltd (Rhophylac, RiaSTAP, Fibrogammin, Berinert)	Achieved	Achieved	Achieved	Achieved
CSL Behring (Australia) Pty Ltd (factor XI concentrate)	Achieved	Achieved	Achieved	Achieved
CSL Behring (Australia) Pty Ltd (Idelvion)	Achieved	Achieved	Achieved	Achieved
Novo Nordisk Pharmaceuticals Pty Ltd (NovoSeven, NovoThirteen)	Achieved	Achieved	Achieved	Achieved
Pfizer Australia Pty Ltd (Xyntha, BeneFIX)	Achieved	Achieved	Achieved	Achieved
Takeda Pharmaceuticals Australia Pty Ltd (FEIBA, Ceprotin)	Achieved	Achieved	Achieved	Achieved
Takeda Pharmaceuticals Australia Pty Ltd (Adynovate)	Achieved	Achieved	Achieved	Achieved

Red cell diagnostic reagent products

Red cell diagnostic reagents are used in laboratory testing processes to:

- establish the blood group of human red cells
- detect red cell antibodies
- control, standardise and validate routine immunohaematology tests.

These tests ensure that when a person needs a blood transfusion, they receive blood that is compatible with their own.

The NBA re-established supply arrangements with 4 companies to provide red cell diagnostic products (RCDPs) to approved recipients (which includes public sector laboratories and blood-banking laboratories) from 1 July 2025. The 4 companies with which the NBA had deeds for supply of RCDPs in 2025–26 were:

- Bio-Rad Laboratories Pty Ltd
- Grifols Australia Pty Ltd
- Ortho-Clinical Diagnostics Australia Pty Ltd (trading as QuidelOrtho)
- Paragon Care Group Australia Pty Ltd (trading as Immulab).

The standing offer listed more than 100 RCDPs and the expenditure for 2025–26 was $8.3 million.

Performance

TABLE 2.9 Supplier performance 2025–26: red cell diagnostic products

Performance measure	KPI 1	KPI 2	KPI 3
Supplier	**Shelf life on products delivered**	**Delivery performance**	**Reporting accuracy and timeliness**
Bio-Rad Laboratories Pty Ltd	Achieved	Achieved	Achieved
Grifols Australia Pty Ltd	Achieved	Achieved	Achieved
Ortho-Clinical Diagnostics Australia Pty Ltd (trading as QuidelOrtho)	Achieved	Achieved	Achieved
Paragon Care Group Australia Pty Ltd (trading as Immulab)	Achieved	Achieved	Achieved

Immunoglobulin supply and demand

Up to and including 2017–18, demand for Ig grew at a rate of around 11% a year. The increase in demand began to slow in 2017–18 and has remained under 8% for the last 8 years.

Table 2.10 shows changes in Ig demand since 2021–22.

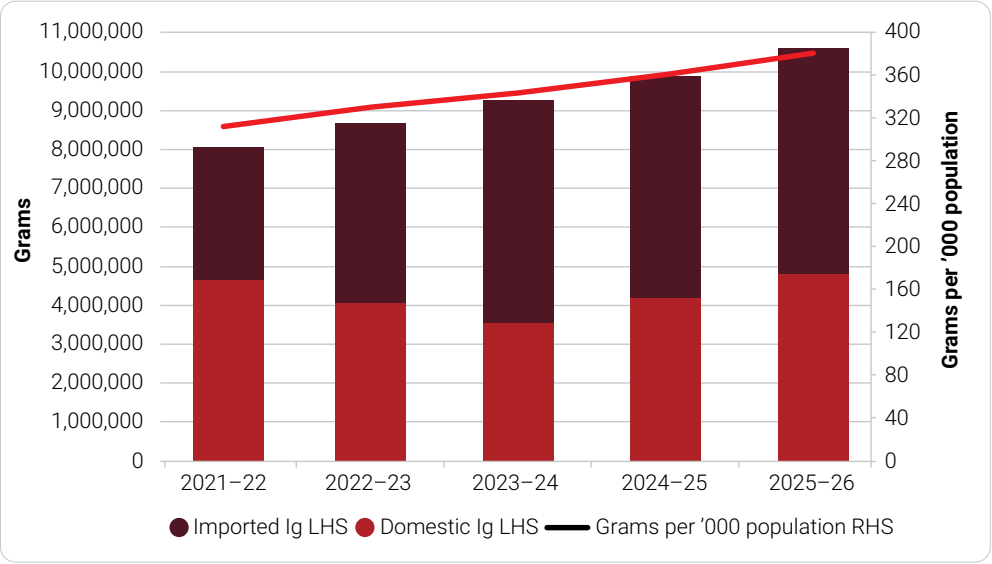
TABLE 2.10 Immunoglobulin demand growth

2021–22	2022–23	2023–24	2024–25	2025–26
6.9%	7.9%	6.6%	6.7%	7.1%

In 2025–26 a total of 10.59 million grams of Ig was issued nationally at a cost of $1,156.6 million (including the cost of plasma for fractionation and capital). This equates to 58.9% of the total cost of blood and blood-related products issues. Of the total volume, 45.3% was Ig produced in Australia and 54.7% was imported.

Figure 2.5 shows the annual growth in volume of Ig issued over the past 5 years and the proportions of imported and domestic Ig.

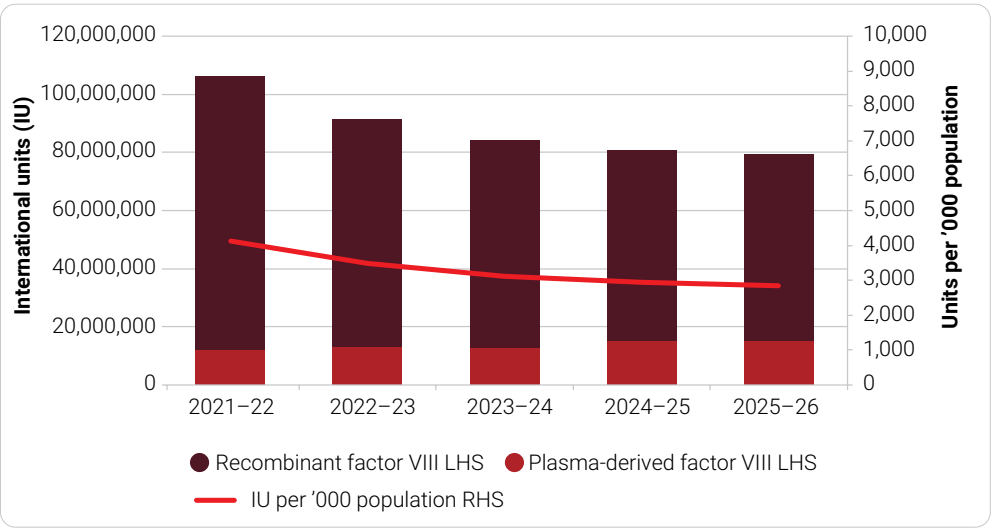
FIGURE 2.5 Immunoglobulin products issued 2021–22 to 2025–26 per '000 population



Clotting factors supply and demand

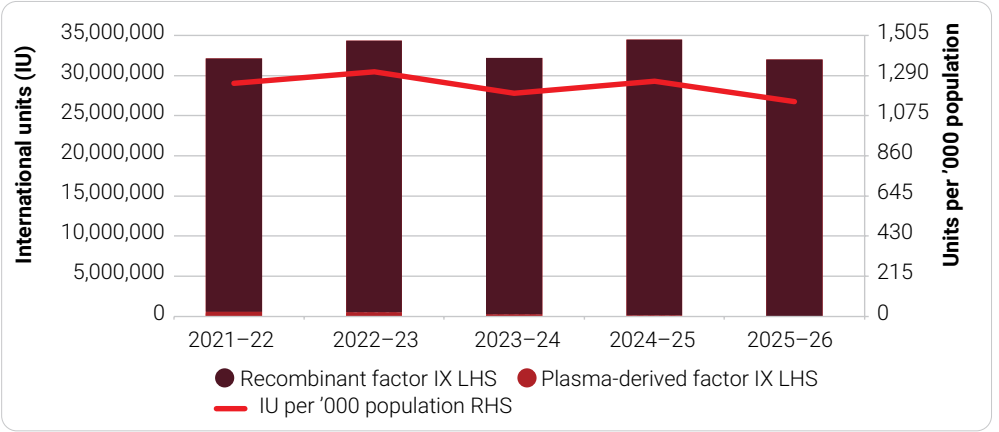
In 2025–26 clotting factors made up 6.4% of total blood and blood product expenditure. As shown in Figure 2.6, the demand for factor VIII products decreased by 1.6% in 2025–26 compared with 2024–25. In 2025–26 demand for recombinant factor VIII decreased by 2.4% and demand for plasma-derived factor VIII increased by 1.9% from 2024–25 levels.

FIGURE 2.6 Factor VIII products issued 2021–22 to 2025–26 per '000 population



The demand for factor IX products decreased by 7.2% in 2025–26 compared with 2024–25 (Figure 2.7). Plasma-derived factor IX demand has now ceased as all patients have transitioned to recombinant products. Demand for recombinant factor IX decreased by 7.0%.

FIGURE 2.7 Factor IX products issued 2021–22 to 2025–26 per '000 population



Demand for recombinant factor VIIa decreased by 15.8% in 2025–26 (Figure 2.8) and demand for factor VIII anti-inhibitor (FEIBA) reduced by 34.2% (Figure 2.9) compared with 2024–25. Recombinant factor VIIa and FEIBA are generally used to treat inhibitor development in patients with severe and moderate haemophilia A, and the need for these products can be highly variable.

FIGURE 2.8 Factor VIIa products issued 2021–22 to 2025–26 per '000 population

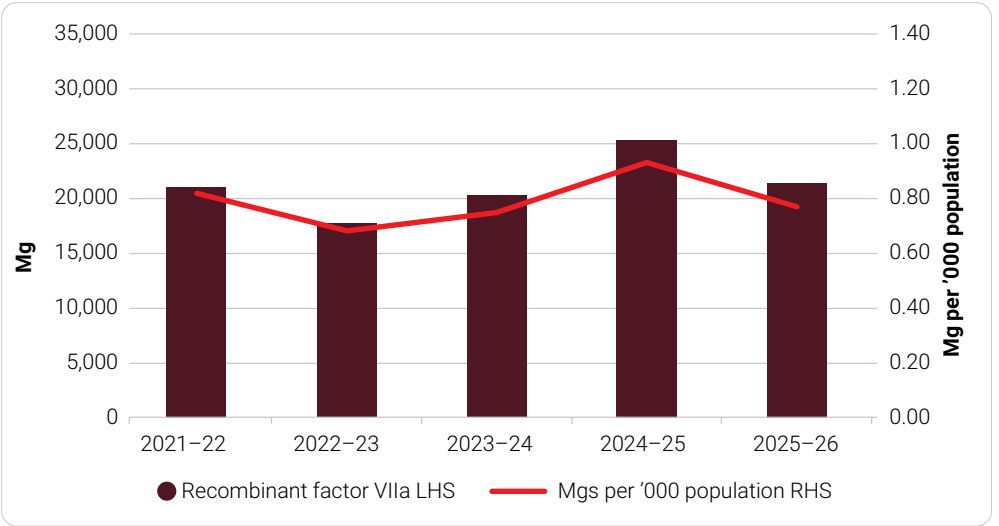
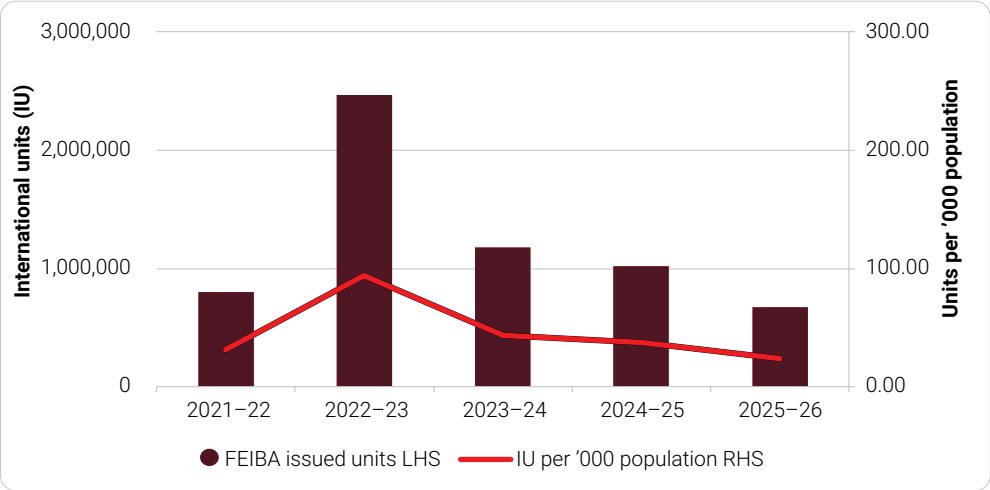
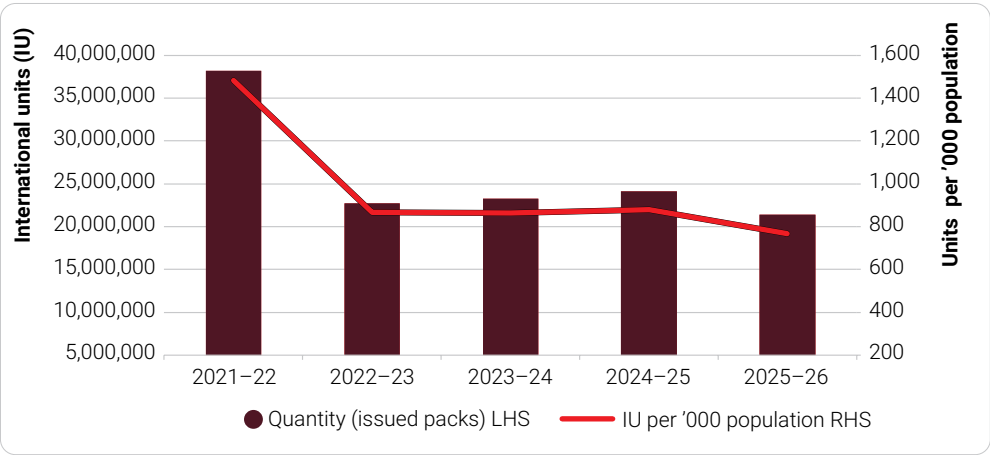


FIGURE 2.9 FEIBA issued 2021–22 to 2025–26 per '000 population



As shown in Figure 2.10, demand for C1 esterase inhibitor decreased by 11.3% in 2025–26.

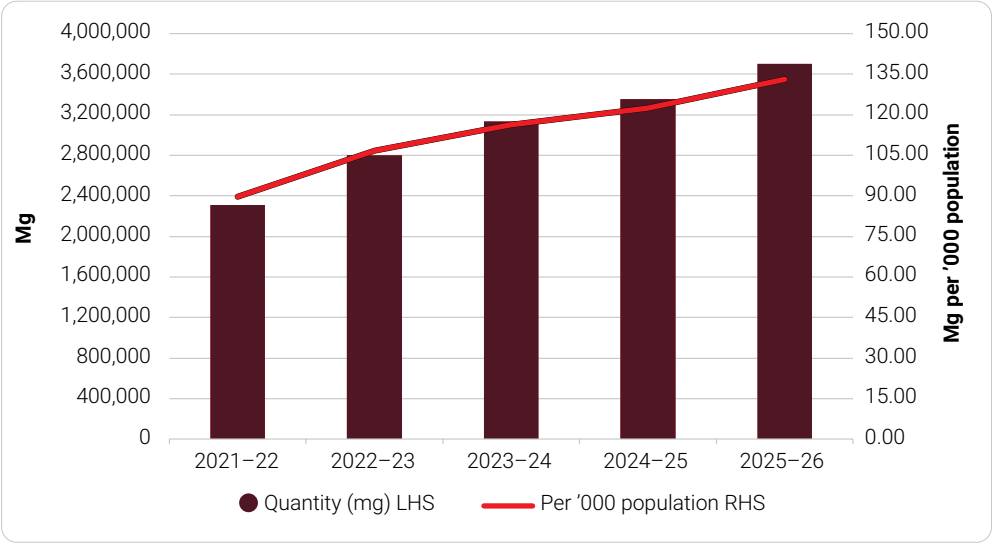
FIGURE 2.10 C1 esterase inhibitor issue 2021–22 to 2025–26 per '000 population



Emicizumab

Added to the national supply arrangements in 2020–21, emicizumab (Hemlibra) is a monoclonal product used to treat factor VIII deficiency, also known as haemophilia A. Demand for emicizumab increased by 10.2% in 2025–26 compared to 2024–25 (see Figure 2.11).

FIGURE 2.11 Emicizumab issued since introduction in 2021–22 per '000 population



Strategy 2:

Drive performance improvement in the Australian blood sector

Under Strategy 2, the NBA supports the appropriate use of products that have finite availability in ways that are considered most likely to have the most positive impact on patient outcomes.

We drive performance improvements in the use of blood and blood products by:

- governing access to and use of Ig
- haemovigilance
- publishing performance and benchmarking data for the blood sector community
- reviewing use of particular blood products
- operating and supporting resilient IT systems for the sector
- providing real-time information and inventory management for clinical laboratories.

Table 2.11 summarises the NBA's performance against the 2025–26 performance measures for Strategy 2.

TABLE 2.11 Key performance indicators: Drive performance improvement in the Australian blood sector

Summary of results against 2025–26 key performance indicators	
Indicator	**Outcome**
Publish performance reporting and benchmarking information on the NBA website for the blood sector community. PBS target: Publish performance reporting and benchmarking information on the NBA website for the blood sector community.	**Met** Monthly wastage data was published and annual performance scorecards were provided as part of annual reporting.
Data is published each year for fresh blood components, Ig and clotting factor usage.	**Met** Monthly Ig data for 2025–26 and the 2024–25 annual reports were published on the NBA website.
Consideration of utilisation reviews by governments leading to improved practice where required.	**Met** Review of utilisation of Hemlibra nearing completion. Practice improvements indirectly related to the review are underway.

Performance criteria source: NBA Corporate Plan 2025–26 to 2028–29, p. 28; NBA PBS 2025–26, p. 341.

The NBA achieved 3 of the 3 performance measures for Strategy 2.

Delivery of Strategy 2

In 2025–26 the NBA delivered Strategy 2 by supporting improvements implemented by prescribers and suppliers of blood products to optimise appropriate use and reduce wastage of blood and blood products. This included:

- managing the National Immunoglobulin Governance Program
- managing the National Haemovigilance Program
- assessing proposed new products and services that may be funded under the national blood arrangements
- horizon scanning across the sector
- enabling performance improvements through information management and technology
- delivering enhanced data services
- providing 24/7 support and advice to blood system users.

Governance of access to immunoglobulin

Immunoglobulin (Ig) is a critical and finite blood product used to treat a range of conditions where immune replacement or immunomodulatory therapy is clinically indicated.

In the context of growing demand, high cost and variable patterns of use, the NBA's focus is on supporting high-quality use of Ig. This means:

- ensuring access for patients most likely to benefit
- promoting evidence-based prescribing
- supporting use of the lowest effective dose consistent with safe and effective care.

Eligibility for access to government-funded Ig is managed through robust national governance arrangements. As a result of these arrangements, the baseline rate of growth in demand for Ig has remained below 8% per year.

In 2025–26 the NBA progressed work under the National Immunoglobulin Governance Program to strengthen access arrangements and support the high-quality use of Ig. Key activities included:

- commencing the new Quality Use of Ig project, to support the sustainability, clinical appropriateness and effective stewardship of Australia's national Ig program
- enhancing the BloodSTAR blood supply management system to improve efficiency, transparency and data capture
- publishing an advice statement on Ig dosing considerations for pregnant patients
- continuing to support clinicians by reporting on Ig usage and responding to enquiries about access to Ig
- continuing to implement recommendations from the NBA-commissioned report *Evaluate and develop options to improve access to subcutaneous immunoglobulin (SCIg)* (2023), with 5 out of 8 recommendations now complete, including:
  - publishing a new National Statement on the Benefits of Subcutaneous Immunoglobulin Treatment, along with FAQs and guidance on the disposal of sharps
  - contributing to work by the Independent Health and Aged Care Pricing Authority to implement national non-admitted activity-based funding for SCIg dispensing activities
  - working with the Department of Health, Disability and Ageing to explore options to fund SCIg as a hospital substitution treatment through private health insurers.

National Haemovigilance Program

Haemovigilance is a set of surveillance procedures covering the entire blood transfusion chain – from the donation and processing of blood and its components to their provision and transfusion to patients, to patient follow-up. It includes monitoring, reporting, investigating and analysing adverse events related to the donation, processing and transfusion of blood. It also includes developing and implementing recommendations to prevent adverse events from occurring or recurring.

The NBA's National Haemovigilance Program is informed by the Haemovigilance Advisory Committee (HAC). This group advises the NBA on adverse event reporting from health services and on national transfusion safety priorities. More information about HAC is under 'Statutory committees' in Part 3.

Highlights from 2025–26 include:

- new projects for:
  - a review of haemovigilance in Australia
  - a study of the feasibility of a national antibody register
- HAC sub-group workshops on the main drivers of a new national haemovigilance strategy, including improvements to patient safety through better national reporting
- publication of the 2022–23 Australian Haemovigilance Report
- meetings with a working group to review the 2022–23 and 2023–24 Australian Haemovigilance Reports.

Product reviews

Patient groups, suppliers and other interested parties can propose changes to the list of products and services that are publicly funded under the national blood arrangements and included in the National Product Price List (NPPL).

Through a process specified in Schedule 4 of the National Blood Agreement, the NBA assesses the merits of these proposals.

For each proposal, the NBA uses a multi-criteria analysis to inform consideration by governments and ensure alignment with blood sector objectives. In some cases, a more comprehensive health technology assessment of the proposed change is required. In such cases the assessment is conducted by the Medical Services Advisory Committee of the Department of Health, Disability and Ageing.

Horizon scanning

In 2025–26 the NBA strengthened its horizon-scanning capability through the targeted use of artificial intelligence (AI) to support our identification, synthesis and analysis of information from a wide range of sources. This enabled more timely and efficient monitoring of emerging clinical, technological and policy developments relevant to the blood sector. Our use of AI in this context aligns with Commonwealth expectations for the responsible and ethical use of AI.

Performance improvements through information management and technology

Blood sector systems

In 2025–26 the NBA continued our preliminary consideration of the next generation of blood sector systems, focusing in particular on discovery work around the future needs of system users. This work is happening alongside the redevelopment of our ICT Strategy, which is to be finalised early in 2026–27.

Interface with laboratory information systems

In 2025–26 we continued the integration and sharing of data between NBA systems and health provider systems. The NBA has an electronic interface that allows dispensing facilities – such as hospital pharmacies, laboratories and nursing home pharmacies – to directly connect their laboratory information system (LIS) to the BloodNet system to automate the exchange of data.

The connecting of systems enables the sharing of richer data and near real-time visibility of the national blood supply to the dispensing pathology teams, while also providing time savings on duplicate data entry and reduction of administrative errors.

The NBA continued to support the connection of public and private health provider systems to our BloodNet system. We also continued to work with pathology networks and LIS vendors to connect to BloodNet. For example, we are supporting the progressive integration of the New South Wales public health systems, including pathology, with BloodNet.

More information about the NBA's electronic interface and how to make use of this capability is available on the BloodNet system interface page of our website.

Data services

A substantial amount of data and information exists in the blood sector. In 2025–26 the NBA continued to build its data collection and analysis capabilities across all aspects of the supply chain. Enhancing data quality improves the overall efficiency and sustainability of the sector, including by providing measurements for improvement.

Highlights of the NBA's delivery of data services in 2025–26 include that we:

- continued to provide monthly and quarterly reporting both internally and externally as business-as-usual activities
- continued to refine existing monthly and quarterly reports for stakeholders and implemented additional reporting
- initiated the development of a draft Data Strategy and reworked the Data Governance Framework for the NBA for the next 5 years

- collected, analysed and distributed discard data from BloodNet to support the establishment of revised targets for discard rates
- drafted the National Report on the Issue and Use of Immunoglobulin: Annual Report for 2024–25
- provided BloodSTAR reporting to jurisdictions and monthly Ig data for publication on the NBA website
- received 199 data and other requests from internal and external stakeholders, and resolved 184 requests
- published the ABDR Annual Report for 2024–25
- published the Fresh Blood Products Report for 2024–25
- published the 2024–25 annual purchases data
- completed a high-level data inventory of the NBA's data assets in line with the Office of the National Data Commissioner's Guide to Developing a Data Inventory, and commenced additional detailed analysis of key data assets
- provided supporting data for system enhancements, including BloodSTAR enhancements
- completed a project to develop a demand and supply modelling tool
- continued to refine the NSP&B processes and took over monthly supply reporting to free up business team resources
- consolidated reporting reference databases and discontinued use of 2 software programs for regular reporting, which resulted in streamlined and consolidated reporting processes with increased consistency in producing the reports
- provided state and territory reports for red blood cell trends from 2025–26 and for red blood cell ABO groups, for discussion with jurisdictions
- published the 2022–23 Haemovigilance Report
- continued to implement the Data Improvement Program and engaged a contractor to assist staff in the Data and Blood Services team to implement Microsoft Fabric and Power BI to transition a number of standard monthly reports previously run in Microsoft Excel.

Blood Operations Centre

The Blood Operations Centre (BOC) is the front line of the NBA, providing 24/7 support and advice across the Australian blood sector – specifically, to users of the blood sector systems. The BOC team supports more than 17,400 active users, including patients and health workers, around Australia to access life-saving products through Lifeblood.

By supporting the systems used to manage ordering, distribution and inventory across the country, the BOC helps ensure that hospitals and healthcare providers receive the right products at the right time. This support includes urgent out-of-hours work which is critical to ensuring 24-hour access to products and support. This directly impacts patient care and supports the broader goal of a safe, efficient and sustainable national blood supply.

The BOC monitors a series of dashboards which display real-time data from each blood sector system, and responds immediately to ensure operations for ordering, authorising and distribution of blood and blood products across Australia continue to run smoothly.

In 2025–26 the BOC:

- received more than 5,960 calls, including over 700 high-priority calls after normal support hours (compared with 6,550 and 1,050 respectively in 2024–25)
- made more than 1,200 calls to the sector (compared with 1,750 in 2024–25), following up with facilities to ensure the ongoing operation of the blood systems
- completed over 9,370 support tickets (compared with 9,800 in 2024–25).

As the NBA's immediate interface with blood sector system users, the BOC provides critical information and perspectives on the user experience of both healthcare providers and patients. These insights inform upgrades and other changes to our systems, procedures and policies.

Strategy 3:

Promote a best practice model of the management and use of blood and blood-related products and services

To support improved patient outcomes, the NBA delivers programs that promote best-practice models of the management and use of blood and blood-related products.

Our work under Strategy 3 includes:

- improving guidelines, tools and resources for clinicians
- adjusting the criteria for access to and use of Ig in line with the best evidence and clinical advice
- administering grants for high-quality research.

Table 2.12 summarises our results against the performance measures for Strategy 3.

TABLE 2.12 Key performance indicators: Promote a best practice model of the management and use of blood and blood-related products and services in Australia

Summary of results against 2025–26 key performance indicators	
Indicator	**Outcome**
Sustained improvements in the management and use of blood products through:	
Improved clinical guidelines, clinical practice tools and resources developed and promoted.	Met Published a minor update to the *Patient blood management guideline for adults with critical bleeding*. Continued to promote guidelines through a variety of forums.
Increased publications linked to NBA grants.	Met Two new articles were published in 2025–26. A total of 66 publications so far are linked to NBA grants from 5 grant rounds.
Changes to the Ig criteria are consistent with quality information, evidence and clinical advice	Met Listed 3 new 'not supported conditions' in the Ig access criteria to provide transparency to stakeholders that there was insufficient evidence of benefit to support Ig access for treatment for these conditions. Revised the Ig access criteria for 8 medical conditions.

Performance criteria source: NBA Corporate Plan 2025–26 to 2028–29, p. 30.

The NBA achieved 3 of the 3 performance measures for Strategy 3.

Delivery of Strategy 3

In 2025–26 the NBA's work to promote best practice in the management and use of blood and blood-related products and services included:

- promoting effective patient blood management through the National Patient Blood Management Program
- updating the *Patient blood management guideline for adults with critical bleeding*
- delivering education and training through BloodSafe eLearning Australia
- supporting implementation of the National Safety and Quality Health Service (NSQHS) Blood Management Standard
- implementing the National Blood Product Management Improvement Strategy
- refining the Criteria for the Clinical Use of Immunoglobulin in Australia
- conducting Round 6 of the National Blood Sector Research and Development Program.

Promoting patient blood management

Promoting safe, high-quality management and use of blood and blood products is a primary objective of the National Blood Agreement. Patient blood management (PBM) improves patient outcomes by ensuring that optimising and conserving the patient's own blood is a focus of their medical and surgical management.

The NBA's National PBM Program is informed by the PBM Advisory Committee (PBMAC). This group provides advice to the NBA about implementing PBM in Australia. More information on the PBMAC is under 'Statutory committees' in Part 3.

In 2025–26 our PBM activities included:

- promoting PBM by exhibiting at national conferences
- commencing a project to map the current expectations, gaps and opportunities to improve PBM, which will inform a new implementation strategy.

Updating guidelines

The NBA funds and manages the development of evidence-based guidelines for medical professionals and consumers. The guidelines are developed by multi-disciplinary clinical reference groups and are based on the results of a systematic review of relevant literature and consensus among clinical experts.

In 2025–26 a minor update regarding cryoprecipitate dosage was made to Good Practice Statement 5 in the *Patient blood management guideline for adults with critical bleeding* (2023) (Critical Bleeding guideline).

During 2025–26 the NBA continued progressing a more sustainable methodology for maintaining the clinical practice guidelines. This work positions the NBA to support a comprehensive update of the Critical Bleeding guideline and to consult widely with stakeholders about the scope, priorities and presentation of its guidance. Consultations will take place in the first half of 2027.

BloodSafe eLearning Australia

BloodSafe eLearning Australia provides online education and training resources for health professionals in Australia to improve their knowledge of PBM and clinical transfusion practice and thereby to improve patient outcomes. The NBA funds BloodSafe eLearning on behalf of all Australian governments, with expenditure of approximately $1.3 million annually.

The first BloodSafe eLearning course, Clinical Transfusion Practice, was released in 2007. The program has since expanded to 49 courses, one mobile device application and a range of other resources, with further courses in development. All courses are based on published guidelines, evidence-based practice and expert opinion.

BloodSafe eLearning gained 69,635 new users during 2025–26. Since 2007 the total number of Australian users has grown to over 1,016,550.

In 2025–26, 4 new courses were released:

- Critical Bleeding: Major Haemorrhage Protocol (MHP) aims to increase the learner's knowledge of the purpose and use of an MHP and their role in its implementation.
- Critical Bleeding: Emergency Use of Group O Red Blood Cells aims to increase the learner's knowledge to enable the appropriate selection of emergency group O red cells for patients with critical bleeding.
- Clinical Transfusion Practice: Pre-Hospital Transfusion and Retrieval aims to increase the learner's knowledge of the unique challenges in this setting for transfusion decisions, patient identification, blood component management and cold chain maintenance.
- Immunoglobulin: Subcutaneous Immunoglobulin (SCIg) aims to communicate the benefits of SCIg for patients and assist organisations to understand the governance processes and their obligations as part of the National Immunoglobulin Governance Program.

These courses are based on the Critical Bleeding guideline, the National Statement for the Emergency Use of Group O Red Blood Cells, and other relevant guidelines and information. They have been developed in collaboration with leading clinical experts in Australia.

BloodSafe eLearning also has 5 podcasts available and several standalone videos to view or download for later use. Most of the videos are under 5 minutes long and are suitable for education sessions.

To access the courses, go to https://learn.bloodsafelearning.org.au.

National Safety and Quality Health Service Standards

The NSQHS Standards were developed by the Australian Commission on Safety and Quality in Health Care (ACSQHC). They are a set of 8 standards used to accredit all health service organisations across a broad range of healthcare areas.

During 2025–26 the NBA continued to assist Australian health providers to meet the requirements of the Blood Management Standard. The ACSQHS has commenced a review of the NSQHS Standards, aiming for the implementation of outcomes in 2030. The NBA has representatives on the NSQHS Standards Project Advisory Committee and is providing ongoing feedback on the new edition to ensure blood management and safety remain a key component.

Blood product management

The focus of blood product management is to ensure that blood and blood products are available when and where they are clinically needed. The NBA's blood product management program supports the NSQHS Blood Management Standard and includes activities to assist Australian health providers with:

- practising good inventory management
- reducing unnecessary discards (wastage)
- ensuring appropriate use of blood and blood products.

The National Patient Blood Management Implementation Strategy 2017–24 and the National Blood Product Management Improvement Strategy 2018–24 detail our support for better blood management. These strategies are now out of date and are being reviewed as part of the planning and priority setting being undertaken by the team.

In 2025–26 the NBA continued to implement the National Blood Product Management Improvement Strategy through:

- implementing the National Statement for the Emergency Use of Group O Red Blood Cells
- implementing the National Statement for the Emergency Use of Group AB Clinical Plasma
- commencing a review of the National Position Paper on the Clinical Use of Cytomegalovirus Seronegative Blood Products in Australia
- continuing to progress the national transition to the updated blood product barcodes ISBT 128 DataMatrix and GS1 DataMatrix as part of an update to the barcode specifications for blood and blood products funded under the national blood arrangements
- continuing to work with Metro North Hospital Health Service (Queensland) to implement and refine a blood management dashboard to assist with meeting the NSQHS Blood Management Standard

- working with all jurisdictions on the Demand and Inventory Improvement project to:
  - understand the reasons for blood product clinical use
  - identify the reasons for the recent increase in demand
  - plan for future demand
  - identify opportunities to make improvements.

Governance of use of immunoglobulin

In 2025–26 the NBA continued to strengthen the National Immunoglobulin Governance Program to promote the quality use of Ig and ensure appropriate access for patients most likely to benefit.

A key focus during the year was progressing work to support more targeted prescribing and use of the lowest effective dose consistent with safe and effective care.

In 2025–26 the NBA continued to promote appropriate use of Ig through:

- the National Policy: Access to Government-Funded Immunoglobulin Products in Australia, which sets out the roles and responsibilities of health professionals involved in prescribing, managing and using Ig
- the Criteria for the Clinical Use of Immunoglobulin in Australia (the Ig Criteria)
- Ig knowledge resources.

Criteria for immunoglobulin use

In 2025–26 the NBA evolved the Ig Criteria by making changes relating to:

- myasthenia gravis to align with the Pharmaceutical Benefits Scheme (PBS) listing of new medicines, which prohibits the concurrent use of Ig while receiving these new therapies
- long COVID, recurrent miscarriage and erythromelalgia, which were listed as 'not supported conditions', to provide transparency to stakeholders that there is insufficient evidence of benefit to support Ig access for treatment for these conditions.

Immunoglobulin knowledge resources

In 2025–26 the NBA continued to expand our online resources to help patients, carers and health professionals to understand how therapeutic decisions about Ig are made and to manage Ig treatment appropriately. On the NBA website we added content on Ig treatment which brings practical information and supporting materials together in one place. It includes:

- 16 patient and carer resources, including 3 Ig treatment videos
- the National Statement on the Benefits of Subcutaneous Immunoglobulin Treatment
- links to additional information from 3 support organisations: the Australasian Society of Clinical Immunology and Allergy, Australian Primary Immunodeficiency Patient Support (AusPIPS), and Immune Deficiencies Foundation Australia
- 18 resources for health professionals about prescribing and managing Ig treatment
- 3 new resources covering adjusted body weight Ig dosing: a position statement, a prescriber factsheet and a patient factsheet
- links to 6 BloodSafe eLearning courses on Ig, including a new SCIg course introduced in early 2026.

Research and development

The NBA's National Blood Sector Research and Development Program was established in 2015 as a nationally coordinated effort to address evidence gaps in the blood sector. It is a relatively small, niche program that helps support the appropriate use of blood and blood products. It has funded 49 research projects to date, over 6 rounds, totalling around $8 million.

The program aims to:

- enhance the sustainability and affordability of the national supply of blood products, including through increased efficiency and reduced blood product usage and wastage
- identify appropriate use and reduce inappropriate use of blood products
- maintain or enhance clinical outcomes for patients.

The NBA is uniquely placed to oversee this program due to its role in managing a centralised, coordinated system for policymaking, funding and supply of blood and blood products.

The NBA ensures that the program facilitates and funds research that focuses on the identified priorities, which are patient blood management and the appropriate use of Ig. We also take opportunities to support translation of research findings into policy and advice on usage of blood and blood products.

The NBA commissioned an evaluation of the National Blood Sector Research and Development Program in 2023–24. Having received positive findings from the evaluation, we opened Round 6 for applications in late 2024–25. The applications were assessed by blood sector experts, and 9 new grants with a total value of $2,063,305 were awarded in 2025–26.

Existing grantees from previous rounds continue to provide regular status updates on their projects so that the NBA can track their progress against agreed outcomes. The contribution of NBA grantees to research in the blood sector this year is evidenced by:

- several instances of NBA grant-funded research translating into better clinical outcomes
- completion of 2 of the 3 remaining NBA grant projects in 2025–26:
  - ID526 – Jovanka King – The University of Adelaide – A new blood test to guide immunoglobulin replacement therapy for immunodeficiency diseases
  - ID403 – Ammar Majeed – Monash University – RotEm-guided blood product in patients with cirrhosis undergoing invasive procedures (RECIPE).

An increase in outcomes from the program is evidenced by 66 associated publications as at 30 June 2026, with several more planned or currently under peer review.

James Isbister Award

The first James Isbister Award, sponsored by the NBA, was presented to Dr Rena Hirani at the Blood 2025 conference in Perth in October 2025.



Photo: Mr Ben Noyen, Dr Rena Hirani, Professor James Isbister AM and Dr Anastazia Keegan.

Emeritus Professor James Isbister AM, a former Chair of the NBA's Patient Blood Management (PBM) Steering Committee, was an early advocate for moving from a blood product focus to a patient health and safety focus.

The recipient of the James Isbister Award is nominated by Australian and New Zealand Society of Blood Transfusion members in acknowledgement of a significant contribution to one or more of the following areas:

- Research into the nature and roles of blood and blood products
- Education of the medical community and special interest groups in the field of transfusion medicine and/or PBM
- Encouraging and promoting the importance of blood and plasma donation and their appropriate clinical use leading to better healthcare in Australia or New Zealand.

The award to Dr Hirani recognises her contributions to research in blood and blood products, education of the medical community, special-interest transfusion medicine groups, and PBM. Her work has significantly advanced the appropriate clinical use of blood and plasma donations, contributing to improved healthcare outcomes across Australia and New Zealand.

Dr Hirani is a Senior Research Fellow at Australian Red Cross Lifeblood and an Adjunct Fellow with the School of Natural Sciences at Macquarie University. She has shaped blood donor health management and national policies for the transfusion of blood and blood products, and has generated data to guide public health responses to infectious diseases. Her research has garnered national media coverage, influenced policy at the highest levels and been widely published in leading journals. She has presented her work to Australian government agencies and at national and international conferences. Beyond the transfusion field, she has shared her work with trauma specialists, hospital symposiums, biosensors researchers and public audiences.

In addition to her research, Dr Hirani is committed to academic mentorship and scientific pursuits. She supervises PhD and Masters students and serves as an academic editor and reviewer.

Dr Hirani has played a pivotal role in linking the clinical community with research outcomes to enable translation of research into evidence-based practice. Her work aims to ensure that each donation aligns with the evolving expectations of the Australian community.

Strategy 4:

Develop and provide advice to support a sustainable blood sector in Australia

The NBA works with key stakeholders and all governments to develop strategies to ensure the sustainability of the blood sector. A sustainable blood sector is one in which issues relating to the supply and future demand requirements for blood and blood-related products are well managed.

Our activities under Strategy 4 include:

- supporting governments on the Review of the National Blood Arrangements to ensure they are modern and fit for purpose
- supporting expansion and diversification of the blood donor panel
- advising governments on potential responses to emerging challenges to the sustainable supply of blood and blood products.

Table 2.13 summarises our results against the 2025–26 performance measures for Strategy 4.

TABLE 2.13 Key performance indicators: Develop and provide advice to support a sustainable blood sector in Australia

Summary of results against 2025–26 key performance indicators	
Indicator	**Outcome**
New funding arrangements managed.	Met A new Funding and Services Agreement and a new Output Based Funding Model were implemented for a further 3 years to 2027–28.
Advice provided to governments and others on blood supply and demand issues.	Met Advice was regularly provided to all jurisdictions and Commonwealth ministers on a range of topics, including via direct briefing, engagement with individual jurisdictions, and regular reporting and advice to the Jurisdictional Blood Committee.
Consideration of the outcome of the review of national blood arrangements.	Not met The Department of Health, Disability and Ageing managed the Review of the National Blood Arrangements. The final report was not available during the reporting period.

Performance criteria source: NBA Corporate Plan 2025–26 to 2028–29, p. 31.

The NBA achieved 2 of the 3 performance measures for Strategy 4.

Delivery of Strategy 4

In 2025–26 the NBA:

- supported Lifeblood to continue to expand and diversify the blood donor panel
- provided information, briefings and policy advice to government
- continued to contribute to the independent Review of the National Blood Arrangements.

Increase in blood donor panel

The NBA continued to support Lifeblood in 2025–26 to increase the donor panel through a range of activities.

Lifeblood opened a new static donor centre in Cheltenham (Vic), increasing the number of suburban locations where people can donate and supporting a more diversified donor panel. Three more new donor centres – in Greenslopes (Qld), Brookvale (NSW) and Narre Warren (Vic) are expected to open over the next 12 months.

The NBA supported Lifeblood to implement several changes to donor eligibility criteria and deferrals that open up donation to more groups of people. Two changes related to making the donor panel more inclusive. In July 2025, Lifeblood implemented the Plasma Pathway, which enables gay and bisexual men, transgender women, and sex workers to donate plasma with no wait time. Those taking pre-exposure prophylaxis (PrEP) are also eligible to donate plasma with no wait time. In April 2026, Lifeblood implemented a complementary change, bringing in gender neutral assessments (GNA). GNA removes some sexual activity rules and deferrals and changes the donor questionnaire. All donors are now asked the same questions, and their risk is assessed individually, regardless of gender or sexuality.

These changes are based on Australian data and underpinned by extensive scientific and clinical research and approved by the Therapeutic Goods Administration.

With the combined implementation of the Plasma Pathway and GNA, Australia is now one of the world's most inclusive countries for blood donation.

Advice to government

The NBA provides advice to the Australian Government and to state and territory governments on a range of matters relating to blood products and services. This includes advising on:

- the relationship between supply and demand for fresh and commercial products
- the global operating environment affecting secure supply arrangements
- new commercial products likely to become available, and their potential impacts on usage of products currently available to patients
- the cost of plasma for fractionation
- the cost of domestic and imported Ig and other plasma-derived products.

These factors relate to several key policy settings and are central to the NBA's management of the national blood supply on behalf of all Australian governments.

In 2025–26 the NBA provided information, briefings and advice to jurisdictions, Health Ministers, Health Chief Executives, Chief Health Officers and others.

To maintain good information and intelligence, the NBA continued its horizon scanning of international experience that may influence the management of blood and blood products in Australia. We also engaged closely with suppliers to better understand their perspectives in a dynamic environment. This monitoring activity informs the provision of current analysis of new and emerging issues relating to product use and technologies.

Review of the National Blood Arrangements

The NBA's contribution and advice to the Review of the National Blood Arrangements continued in 2025–26. This review was established by the Department of Health, Disability and Ageing in January 2025.

Strategy 5:

Be a high-performing organisation

Strategy 5 ensures that the NBA maintains and continues to improve the essential organisational capabilities and processes that enable us to perform at a high level and fulfil our purpose.

It encompasses the full range of supporting functions that underpin all the work we do:

- human resources and professional development
- information technology
- financial resources
- governance
- corporate planning and reporting
- internal and external communication, and other essential elements of organisational performance.

Table 2.14 summarises our results against the 2025–26 performance measures for Strategy 5.

TABLE 2.14 Key performance indicators: Be a high-performing organisation

Summary of results against 2025–26 key performance indicators	
Indicator	**Outcome**
NBA remains an employer of choice with a staff engagement score of 75% or more.	Not met The NBA achieved a staff engagement score of 70%.
A safe and healthy working environment is maintained with a reportable incident rate of less than 2%.	Met
Staff completion of mandatory annual online learning and development modules by not less than 90% of staff.	Met

Performance criteria source: NBA Corporate Plan 2025–26 to 2028–29, p. 33.

The NBA achieved 2 of the 3 performance measures for Strategy 5.

Delivery of Strategy 5

In 2025–26 the NBA's delivery of Strategy 5 included:

- continued high levels of engagement from NBA staff, maintaining our ability to be an employer of choice
- a safe and healthy working environment
- completion of our mandatory online learning and development modules by 91% of staff
- blood sector knowledge development for NBA staff.

Supporting our people

Since 2012 the NBA has participated in the APS Employee Census, an annual employee perception survey of the Australian Public Service workforce. The survey collects employee opinions and perspectives on a range of topics, such as employee engagement, leadership, communication, innovation and wellbeing. All NBA employees who are engaged under the *Public Service Act 1999* and had been with the agency for 3 months or more in May 2026 were invited to participate in the 2026 survey.

The NBA published its 2025 APS Employee Census highlights report and action plan on its website by the end of November 2025, as required under APS Employee Census reporting arrangements.

In 2026, 92% of NBA staff responded to the APS Employee Census. In the census conducted in May 2026, the NBA recorded an Employee Engagement Index score of 70 against its target of 75%.

While employees continued to report strong commitment to the NBA's purpose and objectives, the results identified opportunities to improve employee engagement and strengthen the NBA's performance relative to APS benchmarks. The NBA is considering the findings to inform ongoing organisational improvement initiatives for the 2026–27 period.

In 2025–26, the NBA workforce remained highly committed to the NBA's mission and demonstrated a strong understanding of the importance of their work, as reflected in the 2026 APS Employee Census results.

We continued to invest in operational tools that support staff engagement, capability and performance. We also strengthened organisational procurement expertise by partnering with the Department of Finance to deliver procurement and contracting training courses for NBA staff, enhancing capability in a critical business area.

During 2026 the NBA commenced work on the next iteration of its Enterprise Agreement (EA), with implementation anticipated from March 2027. This will be an area of focus for 2026–27, to support a smooth and effective implementation of the National Blood Authority Enterprise Agreement 2027–2030.

Our culture

Outcomes from the NBA Census Action Plan

Following the 2025 APS Employee Census, staff were invited to participate in developing the NBA's 2025 APS Employee Census Action Plan. The plan identified the focus areas for investment and ongoing improvement across manager capability, tools and resources supporting performance, culture of integrity, wellbeing and respectful behaviours, and maintaining what makes the NBA a great place to work.

Learning and development

In 2025–26, 91% of NBA staff completed the mandatory online learning and development modules. The mandatory modules are:

- Privacy Awareness
- Fraud Awareness
- Commonwealth Child Safe Framework
- Security Awareness
- Work Health and Safety for Workers, Managers and Officers
- Workplace Sexual Harassment for Managers
- Psychological Safety
- Building a Speak Up Culture
- Risk Management
- AI in Government
- Phriendly Phishing
- Integrity Awareness
- Officer Due Dilgence.

ICT modernisation

In 2025–26 the NBA completed its 5-year ICT Strategy and associated ICT Roadmap and developed a new strategy and roadmap focusing on the next 4 years through to 2030. The previous strategy achieved significant modernisation goals across the NBA's ICT environment.

The NBA delivered the following ICT projects in 2025–26:

- infrastructure modernisation – migration to Azure VMware Solution (cloud-based platform)
- laptop refresh – replacement of the NBA laptop fleet and upgrade to Windows 11
- AI implementation – rollout of Microsoft Copilot AI
- procurement enhancement – rollout of a new procurement register across the NBA
- upgrade of Great Plains enterprise resource management software
- blood sector system software releases – solution enhancements
- migration to cloud-based platforms for our underlying infrastructure, JIRA (our service management tool) and Azure DevOps (to support the development and maintenance work on our blood sector systems)
- significant uplift in our ICT environment and blood sector system security.

Security

Modernisation projects such as those listed above progressively improve the NBA's security posture. In 2025–26 we continued to monitor and enhance the protective security and cyber resilience of our ICT systems and infrastructure.

Part 3

Management and accountability

Corporate governance

External scrutiny

Fraud control

Our people

Corporate governance

The NBA is established under the *National Blood Authority Act 2003*. It is a statutory body and portfolio agency of the Commonwealth Department of Health, Disability and Ageing.

National blood sector arrangements

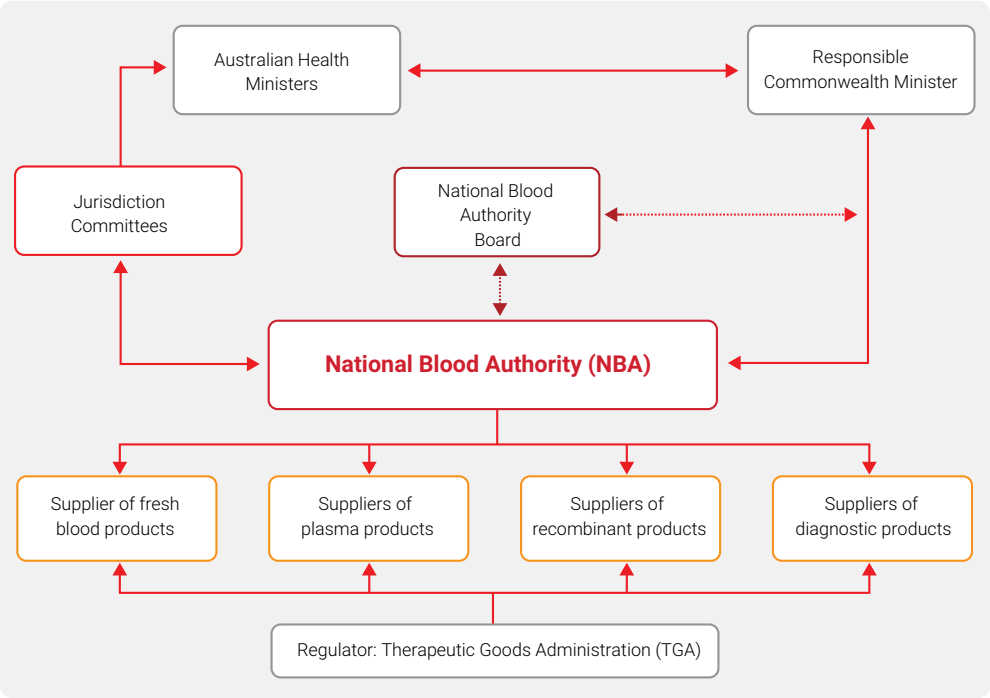
Funding for the national blood arrangements is jointly provided by all Australian governments, with the Australian Government providing 63% of funding and the states and territories 37%.

The National Blood Agreement between all governments in 2002 established the policy framework for the national blood arrangements. The agreement outlines the:

- nationally agreed objectives of governments for the blood sector
- governance arrangements for the sector
- administrative arrangements for the management of the national blood supply
- financial arrangements for the national blood supply.

Figure 3.1 summarises the key governing bodies in the Australian blood sector and their roles and relationships.

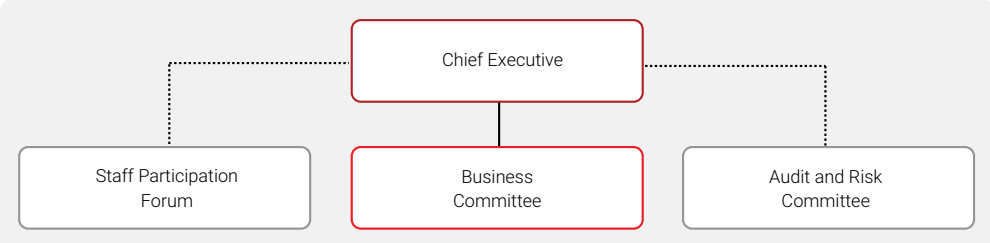
FIGURE 3.1 Blood sector governance



NBA governance arrangements

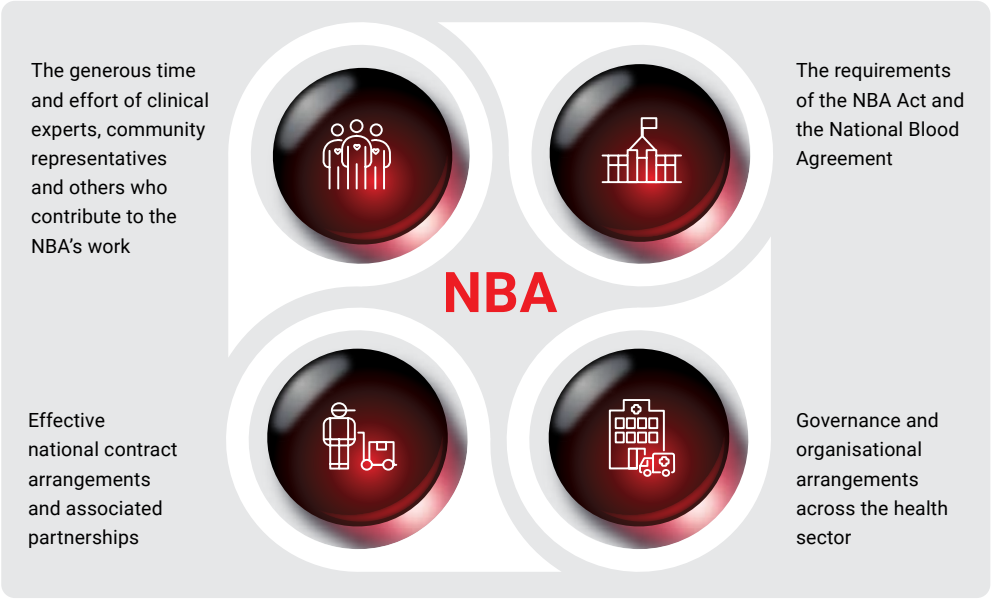
Three committees assist the NBA Chief Executive with the corporate governance and administration of the agency, as shown in Figure 3.2.

FIGURE 3.2 NBA governance



Collaboration

The NBA's ability to deliver on its objectives is supported by a broad network of governance, advisory and stakeholder relationships across the health sector.



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.

The functions of the Business Committee are to:

- support and advise the Chief Executive
- provide strategic leadership, guidance and direction in relation to all business activities
- review business plans and activities, and monitor progress regularly against key milestones and deliverables
- consider NBA investment priorities and review them on a regular basis
- oversee relevant sub-committees and project boards.

The Business Committee comprises the Chief Executive, Deputy Chief Executives, Chief Medical Officer, General Counsel and all Executive level two officers.

The Business Committee met 4 times during 2025–26.

Audit and Risk Committee

The Audit and Risk Committee (ARC) 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.

As at 30 June 2026 the ARC comprised:

- Ms Roslyn Jackson (Chair)
- Mr Greg Fraser
- Ms Terina Brierley
- Mr Peter Lewinsky AM
- Mr Jeff Storer.

Appendix 1 contains short biographies for each member, their attendance at committee meetings, and information about their remuneration.

The ARC Charter is approved by the NBA Chief Executive and is regularly reviewed in conjunction with the ARC. The ARC undertakes an annual process of performance self-assessment. The ARC Charter is on the NBA website at www.blood.gov.au/audit-and-risk-committee-arc-charter.

The NBA Chief Executive, Deputy Chief Executives and Chief Financial Officer maintain active engagement with the ARC and attend ARC meetings. They provide relevant organisational input and context to help the ARC's deliberations, and this enhances the advice provided by the ARC.

Representatives from the Australian National Audit Office (ANAO) and the NBA's internal auditors (currently Ernst and Young (EY)) also attend meetings and contribute to agenda items and discussion as required.

The ARC met 5 times during 2025–26 and considered:

- financial reporting
- engagement with NBA management and the ANAO in relation to the annual financial statements audit, including formal clearance of the annual financial statements
- review of financial outcomes and budgets
- performance reporting and Operational Scorecard.
- overview and governance of Blood Supply
- annual performance KPIs and reporting
- systems of risk oversight and management
- corporate issues and emerging risks affecting the organisation

- fraud and risk management
- accounting policies and frameworks
- the annual legislative compliance statement
- a risk roadmap and governance overview of blood supply
- an overview of IT security arrangements
- systems of internal control
- the annual internal audit work plan, reports and implementation of recommendations.

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.

The Staff Participation Forum met 4 times during 2025–26 and discussed:

- diversity and inclusion activities and initiatives
- consultation on new policies, including AI policy, and the risk management framework
- growth and learning opportunities through our staff rotation program
- work health and safety (WHS) risks and WHS matters
- the APS Employee Census.

Statutory committees

The NBA Chief Executive has established several committees under section 38 of the *National Blood Authority Act 2003* to provide advice and assist with the performance of the NBA's functions.

The terms of reference, membership details and section 38 instruments for these committees are available on the NBA website. Their roles and functions are as follows.

National Immunoglobulin Governance Advisory Committee

The National Immunoglobulin Governance Advisory Committee (NIGAC) provides independent expert advice to support the National Immunoglobulin Governance Program. NIGAC's role is to advise on issues affecting the appropriate, evidence-based and equitable use of Ig rather than make operational decisions on individual patient access.

Members are appointed for their expertise and experience and bring perspectives from relevant medical specialties, consumer advocacy, epidemiology, health economics, nursing, jurisdictions, Lifeblood and the NBA.

NIGAC is supported by specialist working groups in immunology, haematology, neurology and transplant medicine.

Details of the terms of reference and specialist working group membership are available on the NBA website.

Following Professor Robert Moulds's resignation as Chair in mid-2025, the NBA Chief Executive appointed Dr Simon Towler as Chair in March 2026. Dr Towler, formerly Chief Medical Officer for the Department of Health, Western Australia, chaired his first NIGAC meeting on 8 May 2026.

NIGAC met twice in 2025–26 and provided advice on:

- changes to the Criteria for the Clinical Use of Immunoglobulin in Australia
- governance issues affecting access to and use of Ig, and options to strengthen the National Immunoglobulin Governance Program
- implementation of recommendations to improve access to subcutaneous immunoglobulin
- strategies to support the quality use of Ig, including approaches to more targeted prescribing and dose optimisation.

Patient Blood Management Advisory Committee

The Patient Blood Management Advisory Committee (PBMAC) provides advice and guidance to the NBA about implementing patient blood management in Australia.

Its members have expertise and knowledge in the health sector, blood management, education, quality and safety, and consumer issues.

The PBMAC is chaired by Dr Lilon Bandler, a general practitioner who has been involved in medical education across the healthcare sector since 1985.

Haemovigilance Advisory Committee

The Haemovigilance Advisory Committee (HAC) informs the NBA's National Haemovigilance Program. HAC provides advice and guidance to the NBA on adverse event reporting from health service organisations, on national transfusion safety priorities and on the development and implementation of the Strategic Framework for the National Haemovigilance Program.

HAC members have expertise and knowledge in the health sector, blood management, quality and safety, and consumer issues.

HAC met twice in 2025–26.

HAC is chaired by Professor Erica Wood AO, a haematologist at Monash Health and Director of the Transfusion Research Unit at Monash University. In 2023, Professor Wood was awarded an Order of Australia for distinguished service to haematology and transfusion medicine.

External scrutiny

There were no judicial decisions, decisions of administrative tribunals or decisions of the Australian Information Commissioner in 2025–26 that had, or may have had, a significant impact on the NBA's operations.

There were no legal actions filed against the NBA in 2025–26.

There were no reports on operations of the NBA by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman in 2025–26.

There were no capability reviews of the NBA released during 2025–26.

Systems of internal control

Internal audit

The NBA maintains an internal audit function to provide independent and objective assurance and advice on the effectiveness of the NBA's governance, risk management and internal control frameworks. Internal audit supports the accountable authority in meeting its legislative and governance responsibilities by assessing the adequacy and effectiveness of key business processes and identifying opportunities for continuous improvement.

During 2025–26, the NBA continued to work with Ernst & Young (EY) Australia as its internal audit service provider. Audits were undertaken in accordance with the NBA's approved risk-based internal audit program.

EY completed 3 reviews during the reporting period, which were shared with the NBA's Audit and Risk Committee:

- review of the NBA's contract management arrangements for the Australian Red Cross Lifeblood Deed for Services, examining the effectiveness of governance, oversight and contract management practices supporting the NBA's administration of the Deed
- work health and safety arrangements for employees working from home, assessing the design and implementation of controls to support a safe and healthy remote working environment
- performance of the National Immunoglobulin Governance Advisory Committee, reviewing the committee's effectiveness in supporting governance, decision-making and oversight of Ig management arrangements.

The audits provided valuable assurance over key governance and operational processes and identified opportunities to further strengthen controls and management practices. Implementation of audit recommendations has enhanced the NBA's governance framework, improved organisational performance and supported the continued delivery of effective outcomes for governments, stakeholders and the Australian community.

Risk management

The NBA is committed to maintaining a strong risk management culture and framework to support the achievement of its objectives and the effective delivery of Australia's blood arrangements. Further embedding risk in the NBA's governance, planning and decision-making processes is an ongoing focus to support organisational performance and outcomes.

During 2025–26, the NBA prioritised an uplift of its risk governance arrangements that commenced with the appointment of Ben Noyen, Deputy Chief Executive, Commercial Blood Products and Business Services, as its Chief Risk Officer. The appointment strengthens executive leadership and oversight of risk management activities across the organisation.

The NBA improved staff access to information with an updated risk management intranet hub that hosts an updated Risk Management Policy. The policy articulates the NBA's risk management principles and approach, consistent with contemporary practice and the Commonwealth Risk Management Policy.

To operationalise the policy and promote consistency across all levels of risk management, the NBA also developed and published a Risk Management Guide. The guide contains practical information on structuring risk management activities; identifying, analysing and evaluating risks; reporting and escalation of risks; monitoring and review processes; and risk assurance activities. It establishes criteria for assessing control effectiveness and determining likelihood and consequence ratings, updates the risk matrix and includes a standardised risk assessment template to record assessment outcomes.

The NBA also commenced a review of its enterprise-level risks, informed by a risk taxonomy aligned to the 5 strategic priorities outlined in the NBA's Corporate Plan.

These initiatives have strengthened the NBA's risk governance arrangements and improved risk visibility to support more consistent and informed decision-making. Collectively, they have further matured the NBA's risk management approach and enhanced its ability to respond effectively to an evolving operating environment.

Business continuity

The NBA maintains contingency and continuity measures to ensure:

- continuity of supply of blood and blood-related products and services
- business operational preparedness to meet the requirements for the continuation of NBA services
- information and communication.

In 2025–26 we progressed the analysis of our critical business functions with a view to updating our Business Continuity Framework to ensure the NBA's business continuity arrangements keep pace with an evolving blood sector and operating environment.

Fraud and corruption control

The NBA continues to monitor its fraud and corruption risk landscape in line with its fraud and corruption control plan, with consideration to the NBA's fraud risk assessments. International Fraud Awareness Week in November 2025 was again the centrepiece of the NBA's prevention activities, with events and activities supplemented by an information package distributed to staff at all levels.

In addition to annual mandatory fraud and corruption training the NBA delivered a series of face-to-face training sessions on procurement and contract management through the Department of Finance. This included a session focusing on integrity and probity in procurement. Staff were also able to complete APS Academy ethics and integrity training through the ATO DAISIE – a game of ethics and flawed logic presented in an online module. Where relevant, Commonwealth Fraud Prevention Centre publications were promoted to business areas to inform work within teams.

The internal audit program was used to validate the effectiveness of controls where applicable.

No instances of fraud or corruption were reported or detected during the reporting year.

Certification of fraud control arrangements

I, Adriana Platona, certify that the National Blood Authority has:

- prepared fraud and corruption risk assessments and a fraud and corruption control plan
- in place appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording and reporting fraud and corruption that meet the specific needs of the NBA
- taken all reasonable measures to deal appropriately with fraud and corruption relating to the NBA.

Adjunct Professor Adriana Platona PSM
Chief Executive
National Blood Authority

Our people

At 30 June 2026 the NBA had 94 staff employed under the *Public Service Act 1999* (PS Act). The NBA's average staffing level for the year was 91.65. The Australian Public Service (APS) workforce was complemented by 6 contract staff.

Most staff work out of the NBA's office in Canberra, with 6 staff members outposted in New South Wales and 2 in Victoria.

Of the NBA's APS staff, 76% are female, 13% work part time, 98% are ongoing APS employees, and 63% are at APS 6 or EL 1 level. In the 2026 APS Employee Census, no staff identified as Australian Aboriginal and/or Torres Strait Islander, 23% identified as culturally and linguistically diverse, 11% identified as having an ongoing disability, 7% identified as LGBTIQA+ and 14% identified as neurodivergent. Further information on the NBA workforce is in Appendix 2.

Our values

The NBA supports the APS values, employment principles and code of conduct. These standards apply to the conduct of all NBA staff. Our staff understand their responsibilities as Australian public servants and as representatives of the NBA and the Australian Government.

As part of the NBA's induction program, new employees complete mandatory e-learning on APS values and principles.

Employment arrangements

TABLE 3.1 Australian Public Service Act employment arrangements as at 30 June 2026

	SES	Non-SES	Total
National Blood Authority Enterprise Agreement 2024–27	-	91	91
Public Service Act 1999 section 24(1) determinations	2	-	2
Individual flexibility arrangements	-	16	16
Total	**2**	**107**	**109**

Terms and conditions of employment for Senior Executive Service (SES) employees are set through individual determinations made by the Chief Executive under subsection 24(1) of the PS Act.

The terms and conditions of employment for non-SES employees are covered by the National Blood Authority Enterprise Agreement 2024–27. The NBA implements individual flexibility arrangements with non-SES employees for additional entitlements to meet the genuine needs of the agency and individual employees.

Remuneration and benefits

TABLE 3.2 Australian Public Service Act employment by classification and NBA salary range as at 30 June 2026

	Minimum salary ($)	Maximum salary ($)
SES 1	$271,793	$271,793
EL 2	$148,311	$166,972
EL 1	$124,953	$141,785
APS 6	$101,421	$114,293
APS 5	$92,028	$97,078
APS 4	$84,689	$89,431
APS 3	$74,861	$82,876
APS 2	$64,911	$70,745
APS 1	$57,497	$62,410

TABLE 3.3 Executive remuneration 2025–26

		Short-term benefits ($)			Post-employment benefits ($)	Long-term benefits ($)		Termination benefits ($)	Total remuneration ($)
Name	Position title	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Adriana Platona	Chief Executive (from 27/09/2025)	284,711			49,341	6,429			340,841
John Cahill	Chief Executive (to 26/09/2025)	103,713			9,447	(941)			112,219
Benjamin Noyen	Deputy Chief Executive	265,813			42,227	1,275			309,314
Kate McCauley	Deputy Chief Executive (to 6/3/2026)	199,192			32,637	9,186			241,015
Sandra Cochrane	Acting Deputy Chief Executive	69,680			11,705	2,718			84,104

Performance pay

Performance pay was not a component of any remuneration for NBA staff during 2025–26.

Non-salary benefits

NBA staff had access to a range of non-salary benefits in 2025–26, including:

- Christmas close-down
- Employee Assistance Program
- healthy lifestyle assistance enabling staff to be reimbursed for health and wellbeing initiatives
- studies assistance and training
- influenza vaccinations for staff and their immediate family members
- flexible working arrangements
- reimbursement of reasonable expenses associated with performed duties
- reimbursement for financial advice associated with a voluntary redundancy
- salary packaging
- flextime for APS 1 to APS 6 level staff, and time off in lieu of flextime for executive-level staff
- access to purchased additional annual leave
- cultural, ceremonial and NAIDOC leave
- professional development, mentoring and counselling
- laptop computers, peripherals, internet access and mobile phones
- reasonable time away to donate blood, plasma or platelets.

Recruitment

As at 30 June 2026, the NBA comprised a highly capable, connected, and dedicated workforce of 94 employees. Over the course of the year, we welcomed 7 new starters, and 9 employees departed the agency.

Building capability

Employee development in the APS is an important contributor to a productive, progressive, innovative and engaged workforce. The NBA recognises the importance of ensuring staff members continue to develop their skills and capabilities. We facilitate this through sourced internal training, e-learning training, knowledge forums, innovation circles and development opportunities such as studies assistance, stakeholder engagement, and participation in relevant conferences.

During 2025–26 our employees had access to a range of formal and informal professional development opportunities. Staff were offered learning programs across a range of topics and formats, in online self-paced, virtual and face-to-face formats.

The NBA's learning management system, Learnhub, supports ongoing professional and personal development for staff. Learnhub has strengthened staff and NBA capabilities, building on existing staff skills and satisfying annual mandatory training requirements. In 2026 the NBA enabled access to APS Academy shared partner content through Learnhub. Selected APSLearn content was made available to NBA staff as an additional learning and development resource.

For information about mandatory training for NBA staff in 2025–26, see Part 2, Delivery of Strategy 5.

To support agency priorities, the NBA, partnering with the Department of Finance, offered all staff the opportunity to undertake a comprehensive suite of procurement and contract management training. The program included 13 courses focused on building capability across APS processes and practices. The NBA acknowledges the professional and engaging delivery of this program by the Department of Finance.

The NBA offers financial support and/or study leave to employees for formal studies. This education contributes to the growing capability of the NBA and of the APS more broadly.

Work health and safety

Work health and safety matters are standing agenda items that are routinely discussed at the NBA's various governance meetings. This includes regular reporting to the Business Committee, the Board and the Staff Participation Forum.

No notifiable incidents were lodged with Comcare in 2025–26.

The NBA partnered with Comcare to deliver 3 sessions on psychological safety to support workers and managers to maintain a healthy and high-performing workplace. The sessions focused on building awareness of psychological safety and offering opportunities for discussions on identifying hazards and practical mitigations to manage psychosocial risks as they arise.

Other NBA initiatives to maintain a healthy, safe and secure workplace during 2025–26 included:

- influenza vaccinations available to all NBA employees and their families
- continuing access to the Employee Assistance Program and Beyond Blue
- reviewing workplace health and safety processes and incident reporting mechanisms
- supporting the training of first aid officers and health and safety representatives, including new appointees
- consistent internal communications sharing available webinars and wellness resources.

Part 4

Financial management

Financial arrangements

Financial performance

Assets management

Purchasing

Financial statements

Financial arrangements

Funding

The functions of the NBA are prescribed in the *National Blood Authority Act 2003*, with policy and administrative provisions contained in the National Blood Agreement signed by all governments in 2002. As a material statutory agency, the NBA has a range of corporate and compliance responsibilities under the *National Blood Authority Act 2003*, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Service Act 1999*, along with a responsibility to meet ministerial, parliamentary and financial reporting requirements.

Under the National Blood Agreement between the Commonwealth of Australia and all states and territories, 63% of funding is provided by the Commonwealth and the remaining 37% by the state and territory governments. The funding covers both the national blood supply and the operations of the NBA.

For budgeting and accounting purposes, the NBA's financial transactions are classified as either departmental or administered revenues or expenses as follows:

- Departmental revenues and expenses: assets, liabilities, revenues and expenses controlled by the NBA for its operations
- Administered revenues and expenses: activities and expenses controlled or incurred by the NBA on behalf of governments, mainly for procuring requested products and services.

The NBA's agency resource statement and total resources for outcome tables are in Appendix 5.

Table 4.1 summarises the NBA's high-level funding and expenditure for 2025–26.

TABLE 4.1 High-level summary: departmental and administered funding and expenditure 2025–26

	Funding ($m)	Expenditure ($m)
Departmental – NBA operations	14,950	15,663
Administered – national blood and blood products supply	2,051,337	1,964,016

Special accounts

The NBA operates its financial arrangements through 2 special accounts: the National Blood Account and the National Managed Fund (Blood and Blood Products) Special Account 2017.

Special accounts are held in the Consolidated Revenue Fund and are used for setting aside and recording amounts to be used for specified purposes. Funds received from the Commonwealth, state and territory governments are held in the special accounts and used as required.

Funding for the supply of blood and blood products and the operation of the NBA is included in the National Blood Account, established under section 40 of the *National Blood Authority Act 2003*. All balances in the National Managed Fund (Blood and Blood Products) Special Account 2017 are classified as administered funds.

The National Managed Fund (Blood and Blood Products) Special Account 2017 was established under section 78 of the PGPA Act to accumulate funds required to meet potential product liability claims against Lifeblood. Contributions to the account have been made by all governments and Lifeblood. In addition, interest is received on special account balances.

Financial performance

This section provides a summary of the NBA's financial performance for 2025–26. Details of departmental and administered results are shown in the audited financial statements. This summary should be read in conjunction with those statements.

Audit report

The NBA received an unmodified audit report for 2025–26.

Departmental finances

The NBA's departmental finances cover the NBA's operations.

Operating result

The NBA's income statement reports a 2025–26 loss of $0.71 million, compared with a loss of $1.54 million in 2024–25. This result is due to the accounting treatment of capital appropriations to fund non-financial assets, with the NBA achieving a net cash operating surplus of $0.60 million (refer Note 5.3 NBA Financial Reports).

TABLE 4.2 Key financial performance 2021–22 to 2025–26

Revenue and expenses	2020–21 ($m)	2021–22 ($m)	2022–23 ($m)	2023–24 ($m)	2024–25 ($m)	2025–26 ($m)
Contributions from the Australian Government	5.510	5.513	5.479	8.945	8.410	8.805
Contributions from states and territories, and other revenue	5.242	5.031	4.339	4.298	6.641	6.145
Total revenue	10.752	10.544	9.818	13.243	15.051	14.950
Employee expenses	7.605	7.683	8.054	8.671	10.979	10.479
Supplier expenses	2.433	2.003	2.686	2.842	3.283	2.892
Other expenses	1.189	1.382	1.526	2.381	2.167	2.292
Total expenses	11.227	11.068	12.266	13.894	16.429	15.663
Operating result	(0.475)	(0.524)	(2.448)	(650)	(1.378)	(713)

Revenue

Total departmental revenue received in 2025–26 amounted to $14.950 million: $8.805 million in funding from the Commonwealth Government; and $6.145 million in contributions received from the states and territories and other revenue. This represents an increase of $0.101 million (0.1%) on revenue received in 2024–25.

Expenses

The NBA's expenses for 2025–26 amounted to $15.663 million. This represents a decrease of $0.766 million (4.7%) on total expenses from 2024–25. The decrease was due to a reduction in contractors per the APS Strategic Commissioning Framework and reduced travel, with increased use of virtual meetings.

Balance sheet

Details of the NBA's assets and liabilities are presented in the audited financial statements in this report.

Financial assets

The NBA held cash and cash equivalents of $7.108 million at 30 June 2026. This included funds received from all jurisdictions and unspent appropriations drawdown with the Official Public Account held by the Department of Finance. The cash balance increased due to the net cash operating surplus.

The balance of trade and other receivables was $0.877 million at 30 June 2026; this consists predominantly of goods and services receivables. The increase from the prior period is due to the timing of appropriation drawdowns.

Non-financial assets

The NBA had non-financial assets of $3.333 million at 30 June 2026. The carrying amount of non-financial assets decreased during the financial year predominantly due to the depreciation on the office refurbishment completed in late 2022.

Payables

The NBA had payables of $0.985 million at 30 June 2026, which consists of trade creditors, accrued salaries and superannuation, and deferred revenue, and no material changes from the prior year.

Interest-bearing liabilities

The interest-bearing liability is the 243 Northbourne Avenue NBA office. The current year decrease is due to the current year lease payments.

Provisions

Employee provisions, which cover annual and long-service leave entitlements, had a minor decrease of $0.020 million to $3.411 million.

Administered finances

The NBA's administered funding includes contributions from the Commonwealth and all state and territory governments for the supply of blood and blood products. Each year, Health Ministers approve an annual National Supply Plan and Budget that is formulated by the NBA from estimates provided by individual states and territories of the expected products required to meet clinical demand within their respective jurisdictions.

In 2025–26 the NBA returned $80.503 million (compared with nil returned in 2024–25) to all governments for the 2024–25 end-of-year reconciliation as part of the National Blood Agreement.

Revenue

Total revenue for 2025–26 is summarised in Table 4.3. Total revenue increased by $202.056 million (a 10.9% increase, up from a 10.4% increase in the prior year).

TABLE 4.3 Summarised administered revenue 2020–21 to 2025–26

Administered revenue	2020–21 ($m)	2021–22 ($m)	2022–23 ($m)	2023–24 ($m)	2024–25 ($m)	2025–26 ($m)
Funding for supply of blood and blood products	1,303.983	1,468.979	1,555.744	1,666.829	1,842.575	2,044.661
Other revenue	2.437	1.686	3.023	5.776	6.598	6.632
Total administered revenue	**1,306.420**	**1,470.655**	**1,558.767**	**1,674.605**	**1.849.237**	**2.051.293**

Expenses

Total administered expenses for 2025–26, including grants and rendering of goods and services, are summarised in Table 4.4. Administered expenses for 2025–26 increased by 11.7% from 2024–25.

In accordance with the Output Based Funding Model, Lifeblood returned $2.808 million to the NBA in 2025–26, compared with no funds million in 2024–25.

TABLE 4.4 Summarised administered expenses 2020–21 to 2025–26

Administered expenses	2020–21 ($m)	2021–22 ($m)	2022–23 ($m)	2023–24 ($m)	2024–25 ($m)	2025–26 ($m)
Rendering of goods and services – external entities	1,365.007	1,396.321	1,543.971	1,669.757	1,753.189	1,958.922
Grants to the private sector – non-profit organisation	0.582	0.372	1.057	0.344	0.294	0.468
Other	2.724	2.802	4.782	3.564	4.126	4.556
Total administered expenses	**1,368.313**	**1,399.495**	**1,549.710**	**1,673.665**	**1,757.609**	**1,964.016**

Administered assets and liabilities

The NBA's administered assets comprise:

- funds held in the Official Public Account
- investments made in relation to the National Managed Fund
- goods and services tax receipts from the Australian Taxation Office and payments to suppliers for products
- blood and blood product inventory held for distribution, including the national reserve of blood products
- a prepayment to Lifeblood as part of the Output Based Funding Model.

During 2025–26, net administered assets increased by $99.154 million due to an operating surplus of $82.277 million, timing of supplier payments, receipt of interest equivalency appropriations and National Managed Fund growth.

Administered liabilities comprise payables to suppliers and deferred revenue.

Assets management

The NBA has developed an asset replacement strategy to ensure that it has adequate funding for the replacement of assets as they come to the end of their useful life. The NBA has transitioned to a digital system for portable and attractive assets, and a comprehensive revision of the NBA Asset Management Policy and Procedures.

Purchasing

The NBA's procurement activities were undertaken in accordance with the PGPA Act, the Commonwealth Procurement Rules and best-practice guidance when undertaking procurements. The NBA applies these requirements through internal financial and procurement policies.

The NBA has developed business processes to ensure that the knowledge and best practices developed in the agency for key purchasing activities are captured and made available to new staff and that relevant procedures and processes are documented and followed.

Over recent years several internal audit programs have tested these processes to ensure that they comply with government policy and better practice. The audit findings have been consistently favourable in relation to complying with mandatory processes. The NBA has implemented recommended improvements.

The NBA's key business processes are constantly reviewed and refined. This has included piloting a new Procurement and Contract Management Framework, and testing of this framework by a newly created NBA Procurement Community of Practice. The NBA had limited instances of non-compliance with the Commonwealth Procurement Rules during the financial year; they are not significant and relate to late reporting on AusTender following a comprehensive review of all contracts.

Consultancy and non-consultancy contracts

The NBA selects consultants by using panel arrangements or making an open approach to market. Decisions to engage consultants during 2025–26 were made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules, and relevant internal policies.

During 2025–26, 4 new reportable consultancy contracts were entered into, involving total actual expenditure of $410,560. In addition, 7 ongoing reportable consultancy contracts were active during the period, involving actual expenditure of $315,709.

The NBA engages consultants when it requires specialist expertise on audit committees, independent internal auditors, demand and supply models and independent reviews. Outcomes of consultancy contracts are evaluated by NBA management per agreed contract deliverables.

TABLE 4.5 Expenditure on reportable consultancy contracts 2025–26

	Number	Expenditure (GST incl.) $	PGPA Rule requirement
New contracts entered into during the reporting period	4	410,560	17AG(7)(a)(i) 17AG(7)(a)(ii)
Ongoing contracts entered into during a previous reporting period	7	315,709	17AG(7)(a)(iii) 17AG(7)(a)(iv)
Total	**11**	**726,269**	

TABLE 4.6 Organisations receiving a share of reportable consultancy contract expenditure 2025–26

Name of organisation	Expenditure (GST incl.) $	PGPA Rule requirement
KPMG (51 194 660 183)	400,413	17AGA(2)
Ernst & Young (75 288 172 749)	175,304	
HealthConsult Pty Ltd (67 118 337 821)	39,955	
Aspex Consulting (27 119 934 173)	86,746	
Roslyn Jackson (49 161 864 235)	10,500	
Total	**712,918**	

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on reportable non-consultancy contracts' value is available on the AusTender website.

TABLE 4.7 Expenditure on reportable non-consultancy contracts 2025–26

	Number	Expenditure (GST incl.) $	PGPA Rule requirement
New contracts entered into during the reporting period	33	146,851,151	17AG(7A)(a)(i) 17AG(7A)(a)(ii)
Ongoing contracts entered into during a previous reporting period	66	2,043,889,994	17AG(7A)(a)(iii) 17AG(7A)(a)(iv)
Total	**99**	**2,190,741,145**	

TABLE 4.8 Organisations receiving a share of reportable non-consultancy contract expenditure 2025–26

Name of organisation	Expenditure (GST incl.) $	PGPA Rule requirement
Australian Red Cross Society (50 169 561 394)	981,169,008	17AGA(3)
CSL Behring (Australia) Pty Ltd (48 160 734 761)	824,112,825	
Grifols Australia Pty Ltd (35 050 104 875)	139,874,511	
Roche Products Pty Ltd (70 000 132 865)	94,719,950	
Octapharma Australia Pty Ltd (23 109 574 692)	53,217,670	
Total	**2,093,093,964**	

Note: 'a share of non-reportable consultancy contract expenditure' refers to contracts that are the top 5 highest expenditure or greater than 5% of the total non-consultancy expenditure.

Australian National Audit Office access clauses

There were no contracts of $100,000 or more (incl. GST) entered into in 2025–26 that did not provide for the Auditor-General's access to the contractor's premises.

Exempt contracts

Information on all NBA contracts awarded with a value of $10,000 (incl. GST) or more is available on AusTender at www.tenders.gov.au.

In 2025–26 the Chief Executive did not issue any exemptions from the required publication on AusTender of any contract or standing offer.

Procurement initiatives to support small business

The NBA supports small business participation in the Commonwealth Government procurement market. Small and medium enterprise (SME) and small enterprise participation statistics are available on the Department of Finance's website.

Statistics on SMEs' participation in Commonwealth Government procurement are available on the Statistics on Australian Government Procurement Contracts page.

The NBA supports small business participation in the Commonwealth Government procurement market. SME and small enterprise participation statistics are available on the Department of Finance's website.

The NBA has procurement practices in place that support SMEs. These include electronic systems or other processes used to facilitate on-time payment performance, such as the use of credit cards as a payment mechanism for low-value procurements.

The NBA recognises the importance of ensuring that small businesses are paid on time and has appropriate policies available to all staff.

Strategic Commissioning Framework

The NBA did not have a specified target this year under the Australian Public Service Strategic Commissioning Framework. This was due to the significant action we had already taken in reducing the agency's reliance on outsourced expertise, including successfully reaching and exceeding previous targets for converting casual workers to permanent employees. In 2025–26 the NBA continued to take opportunities to reduce reliance on external workforce and further reduced its labour hire numbers from 15 to 6.

Financial statements

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Health and Ageing

Opinion

In my opinion, the financial statements of the National Blood Authority (the Entity) for the year ended 30 June 2026:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2026 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive is also responsible for such internal control as the Chief Executive determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an

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administrative restructure or for any other reason. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Michael Bryant

Senior Director

Delegate of the Auditor-General

Canberra

1 October 2026

NATIONAL BLOOD AUTHORITY
FINANCIAL STATEMENTS
for the year ended 30 June 2026

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2026 comply with subsection 42(2) of *the Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Blood Authority will be able to pay its debts as and when they fall due.

Signed

Adriana Platona
Accountable Authority
30 September 2026

Signed

Paul Southcott
Chief Finance Officer
30 September 2026

The above statement should be read in conjunction with the accompanying notes

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The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
NET COST OF SERVICES			
Expenses			
Employee benefits	1.1A	**10,479**	10,979
Suppliers	1.1B	**2,892**	3,283
Depreciation and amortisation	3.2A	**2,286**	2,161
Finance costs	1.1C	**6**	4
Write-down and impairment of Non Financial Assets		**-**	2
Total expenses		**15,663**	16,429
Own-Source Income			
Own-source revenue			
Revenue from contracts with customers	1.2A	**5,636**	5,549
Other revenue	1.2B	**513**	926
Total own-source revenue		**6,149**	6,475
Gains			
Gains from asset sales		**4**	-
Total gains		**4**	**-**
Total own-source income		**6,153**	6,475
Net cost of services		**(9,510)**	(9,954)
Revenue from government	1.2C	**8,805**	8,410
Deficit		**(705)**	(1,544)
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation reserve		**(8)**	166
Total comprehensive loss		**(713)**	(1,378)

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
STATEMENT OF FINANCIAL POSITION
as at 30 June 2026

	Notes	2026 $'000	2025 $'000
ASSETS			
Financial assets			
Cash and cash equivalents	3.1A	**7,108**	6,786
Trade and other receivables	3.1B	**877**	574
Total financial assets		**7,985**	7,360
Non-financial assets			
Buildings	3.2A	**788**	1,517
Leasehold improvements	3.2A	**1,577**	2,930
Plant and equipment	3.2A	**704**	695
Computer software	3.2A	**55**	-
Other non-financial assets	3.2B	**209**	174
Total non-financial assets		**3,333**	5,316
Total assets		**11,318**	12,676
LIABILITIES			
Payables			
Suppliers	3.3A	**164**	199
Other payables	3.3B	**368**	341
Deferred revenue	3.3C	**453**	446
Total payables		**985**	986
Interest bearing liabilities			
Leases	3.4A	**1,168**	2,186
Total interest bearing liabilities		**1,168**	2,186
Provisions			
Employee provisions	6.1A	**3,411**	3,431
Total provisions		**3,411**	3,431
Total liabilities		**5,564**	6,603
Net assets		**5,754**	6,073
EQUITY			
Contributed equity		**9,499**	9,105
Reserves		**96**	166
Retained surplus		**(3,841)**	(3,198)
Total equity		**5,754**	6,073

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2026

	Retained Earnings		Asset revaluation reserve		Contributed equity/capital		Total equity	
	2026 $'000	2025 $'000	**2026 $'000**	2025 $'000	**2026 $'000**	2025 $'000	**2026 $'000**	2025 $'000
Opening balance								
Balance carried forward from previous period	**(3,198)**	(1,654)	**166**	-	**9,105**	8,413	**6,073**	6,759
Opening balance	**(3,198)**	(1,654)	**166**	-	**9,105**	8,413	**6,073**	6,759
Comprehensive Income								
Revaluation adjustment		-	**(8)**	166	**-**	-	**(8)**	166
Deficit for the period	**(705)**	(1,544)	**-**	-	**-**	-	**(705)**	(1,544)
Total comprehensive income attributable to Australian Government	**(705)**	(1,544)	**(8)**	166	**-**	-	**(713)**	(1,378)
Transactions with owners								
Contributions by owners								
Departmental capital budget	**-**	-	**-**	-	**394**	692	**394**	692
Total transactions with owners	**-**	-	**-**	-	**394**	692	**394**	692
Transfers between equity components	**62**	-	**(62)**	-	**-**	-	**-**	**-**
Closing balance as at 30 June attributable to Australian Government	**(3,841)**	(3,198)	**96**	166	**9,499**	9,105	**5,754**	6,073

Accounting Policy:
Equity injection
Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
CASH FLOW STATEMENT

for the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
OPERATING ACTIVITIES			
Cash received			
Appropriations		**9,325**	12,899
Sale of goods and rendering of services		**5,473**	6,339
Net GST received		**421**	272
Total cash received		**15,219**	19,510
Cash used			
Employees		**9,932**	9,895
Suppliers		**3,056**	2,368
Section 74 receipts transferred to the OPA		**520**	970
Interest payments on lease liabilities		**6**	4
Total cash used		**13,514**	13,237
Net cash from operating activities		**1,705**	6,273
INVESTING ACTIVITIES			
Cash used			
Purchase of plant and equipment		**268**	543
Purchase of software		**55**	-
Total cash used		**323**	543
Net cash used by investing activities		**(323)**	(543)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - departmental capital budget		**61**	1,207
Total cash received		**61**	1,207
Cash used			
Principal repayment of lease liabilities		**1,120**	1,043
Total cash used		**1,120**	1,043
Net cash from/(used by) financing activities		**(1,060)**	164
Net (decrease)/increase in cash held		**322**	5,894
Cash and cash equivalents at the beginning of the reporting period		**6,786**	892
Cash and cash equivalents at the end of the reporting period	3.1A	**7,108**	6,786

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
ADMINISTERED SCHEDULE OF COMPEHENSIVE INCOME
for the year ended 30 June 2026

	Notes	2026 $'000	2025 restated $'000
NET COST OF SERVICES			
Expenses			
Employee benefits	2.1A	**3,992**	3,498
Suppliers	2.1B	**1,958,922**	1,753,189
Grants - non-profit organisations	2.1C	**468**	294
Depreciation and amortisation	4.2A	**634**	628
Total expenses		**1,964,016**	1,757,609
Income			
Revenue			
Non-taxation revenue			
Revenue from contracts with customers	2.2A	**2,044,661**	1,842,575
Interest income		**6,676**	6,598
Total non-taxation revenue		**2,051,337**	1,849,173
Total revenue		**2,051,337**	1,849,173
Total income		**2,051,337**	1,849,173
Net contribution by services		**87,321**	91,564
(Deficit)/Surplus		**87,321**	91,564
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus		(44)	64
Total comprehensive (loss)/income		**87,277**	91,628

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES
as at 30 June 2026

	Notes	2026 $'000	2025 restated $'000
ASSETS			
Financial assets			
Cash and cash equivalents	4.1A	**402,837**	316,895
Trade and other receivables	4.1B	**62,313**	44,473
Other investments	4.1C	**157,873**	152,373
Total financial assets		**623,023**	513,741
Non-financial assets			
Plant and equipment	4.2A	**-**	77
Computer software	4.2A	**1,603**	1,571
Inventories	4.2B	**154,525**	147,589
Prepayments	4.2C	**126,434**	95,184
Total non-financial assets		**282,562**	244,421
Total assets administered on behalf of Government		**905,585**	758,162
LIABILITIES			
Payables			
Suppliers	4.3A	**99,133**	74,298
Deferred revenue	4.3B	**177,022**	153,627
Other payables	4.3C	**142**	103
Total payables		**276,297**	228,028
Total liabilities administered on behalf of Government		**276,297**	228,028
Net assets		**629,288**	530,134

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
ADMINISTERED RECONCILIATION SCHEDULE
as at 30 June 2026

	2026 $'000	2025 restated $'000
Opening administered assets less administered liabilities as at 1 July 2025	**530 134**	430 850
Net (cost of) / contribution by services		
Income	**2,051,337**	1,849,173
Expenses		
Payments to entities other than corporate Commonwealth entities	**(1,964,016)**	(1,757,609)
Other comprehensive income		
Revaluations transferred to reserves	**(44)**	64
Transfers (to) / from the Australian Government:		
Appropriation transfers from Official Public Account:		
Annual appropriations	**10,171**	8,429
Net GST appropriations	**1,706**	(773)
Closing assets less liabilities as at 30 June 2026	**629,288**	530,134

Accounting Policy
Administered cash transfers to and from the Official Public Account
Revenue collected by the entity for use by the Government rather than the entity is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the entity on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
ADMINISTERED CASH FLOW STATEMENT
for the year ended 30 June 2026

	Notes	2026 $'000	2025 restated $'000
OPERATING ACTIVITIES			
Cash received			
Revenue from contracts with customers		**2,052,817**	1,906,679
Interest		**5,756**	6,348
Net GST received		**195,547**	175,876
Total cash received		**2,254,120**	2,088,903
Cash used			
Employees		**3,954**	3,447
Grants		**468**	294
Suppliers		**2,169,500**	1,917,670
Total cash used		**2,173,922**	1,921,411
Net cash (used by)/ from operating activities		**80,198**	167,492
INVESTING ACTIVITIES			
Cash received			
Maturity of investments		**57,900**	65,230
Total cash received		**57,900**	65,230
Cash used			
Purchase of plant & equipment and computer software		**633**	586
Acquisition of investments		**63,400**	75,400
Total cash used		**64,033**	75,986
Net cash (used by) investing activities		**(6,133)**	(10,756)
Net (decrease)/increase in cash held		**74,065**	156,736
Cash and cash equivalents at the beginning of the reporting period		**316,895**	152,503
Cash from the Official Public Account			
Appropriations		**10,171**	8,429
Administered GST Appropriations		**214,938**	187,458
Total cash from the Official Public Account		**225,109**	195,887
Cash to the Official Public Account			
Return of GST appropriations to the Official Public Account		**213,232**	188,231
Total cash to the Official Public Account		**213,232**	188,231
Net increase/(decrease) in cash held		**11,877**	7,656
Cash and cash equivalents at the end of the reporting period	4.1A	**402,837**	316,895

1. cash transfers to the OPA from special accounts are treated as cash available to NBA and therefore included as cash and cash equivalents at the end of the reporting period.

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
OVERVIEW NOTE
for the year ended 30 June 2026

Objectives of the National Blood Authority

The National Blood Authority (NBA) is a non-corporate Commonwealth entity and the address of its registered office is 243 Northbourne Avenue, Lyneham, ACT 2602.

The NBA was established on 1 July 2003 with the primary objectives of securing the supply of blood and blood products, improving risk management and blood sector performance, and promoting the safe and efficient use of blood and blood products.

The NBA manages the supply of blood and blood products on behalf of the Commonwealth and all state and territory governments, with the Commonwealth contributing 63 percent of funding, and State and Territory governments providing 37 percent.

The NBA is structured to meet the following outcome:

Outcome 1: 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.

NBA activities contributing to Outcome 1 are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the NBA in its own right. Administered activities involve the management or oversight by the NBA, on behalf of the governments, of items controlled or incurred by the governments.

The NBA conducts the following administered activities on behalf of the governments: management and coordination of Australia's blood supply in accordance with the National Blood Agreement agreed by the Australian Government and the governments of the States and Territories.

The NBA operates under a special account – the National Blood Account. Revenues and expenses associated with the funding and supply of blood and blood products, as well as the operations of the NBA, are recorded in this special account. The NBA also manages the NMF Blood and Blood Products Special Account which is intended to meet potential blood and blood product liability claims against the Australian Red Cross Lifeblood (Lifeblood). This special account commenced on 1 April 2017 and replaced the National Managed Fund (Blood and Blood Products) Special Account which was terminated on 31 March 2017.

The continued existence of the NBA in its present form, and with its present programs, is dependent on Government policy, the enabling legislation *National Blood Authority Act 2003* , and on continuing funding by Parliament and contributions from States and Territories for the NBA's administration and programs. Details of planned activities for the year can be found in the Portfolio Budget Statements for 2025-26 which have been tabled in Parliament.

The Basis of Preparation

The financial statements are required by Section 42 of the *Public Governance, Performance and Accountability Act 2013.*

The financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) ; and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars unless otherwise specified.

Taxation

The NBA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses, liabilities and assets are recognised net of GST except:

a) where the amount of the GST incurred is not recoverable from the Australian Taxation Office; and

b) for receivables and payables.

Reporting of Administered Activities

Administered revenue, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Correction of prior period error - Administered financial statements

Schedule of Assets and Liabilities and Administered Reconciliation Schedule

Classification of S74A Recoverable GST of the PGPA Act 2013
The Department of Finance guidance recognises s74A recoverable GST cash drawdowns in accumulated results. The NBA previously recognised these amounts as a contra-asset until GST payments were refunded by the ATO. The classification error of $13.0m is material and has been corrected in accordance with AASB 108.

The comparative information for the year ended 30 June 2025 has been restated, increasing administered assets and net assets. The opening balance for 2024–25 in Administered Reconciliation Schedule and Administered Schedule of Assets and Liabilities was adjusted manually due to financial management information system (FMIS) limitations.

Adjustment to the Special Account
During FY2025-26, the NBA identified a prior period error from FY2022-23 relating to a GST appropriation shortfall funded from the Special Account. The GST refund was remitted to the Consolidated Revenue Fund (CRF) but not returned to the administered component of the Blood Special Account. The Government transferred $3.7 million from the CRF to the Special Account in FY2025-26. The error is material and has been corrected in accordance with AASB 108.

The above prior period adjustments had the following impacts on the 2024-25 administered closing and comparative balances:

Financial Statement	Line Item	Note	Original 2024-25 closing balance	Adjustment	Restated 2024-25 closing balance	Restated 2024-25 opening balance
			$'000	($'000)	($'000)	($'000)
Administered schedule of assets and liabilities	Trade and other receivables	4.1 B 6.1 B	31,481	12,992	44,473	97,616
	Net Assets	n/a	517,142	12,992	530,134	430,850
Administered reconciliation schedule	Net GST appropriations	n/a	-	(773)	(773)	-
Cash Flow Statement	Cash from the OPA: Administered GST appropriations	n/a	-	187,458	187,458	-
	Cash to the OPA: Return of GST appropriations	n/a	-	188,231	188,231	-

Events after the Reporting Period

Departmental

There were no events occurring after 30 June 2026 with the potential to significantly affect the ongoing structure and financial activities of the NBA.

Administered

There were no events occurring after 30 June 2026 with the potential to significantly affect the ongoing structure and financial activities of the NBA.

The above statement should be read in conjunction with the accompanying notes

Departmental Financial Performance

This section analyses the departmental financial performance of the National Blood Authority for the year ended 2026.

1.1 Expenses

	2026 $'000	2025 $'000
1.1A: Employee benefits		
Wages and salaries	**7,425**	7,236
Superannuation:		
Defined contribution plans	**824**	812
Defined benefit plans	**538**	513
Leave and other entitlements	**1,490**	2,243
Other employee benefits	**202**	175
Total employee benefits	**10,479**	10,979

Accounting Policy
Accounting policy for employee related expenses are contained in the People and Relationships section.

1.1B: Suppliers		
Goods and services supplied or rendered		
Consultants	**106**	106
Contractors	**869**	1,299
Travel	**185**	410
IT services	**844**	613
Other	**850**	815
Total goods and services supplied or rendered	**2,854**	3,243
Goods supplied	**109**	119
Services rendered	**2,745**	3,124
Total goods and services supplied or rendered	**2,854**	3,243
Other suppliers		
Workers compensation expenses	**38**	40
Total other suppliers	**38**	40
Total suppliers	**2,892**	3,283

NBA has no short-term lease commitments as at 30 June 2026.
The above lease disclosures should be read in conjunction with the accompanying notes 3.2 and 3.4A.

1.1C: Finance Costs		
Interest on lease liabilities	**6**	4
Total finance costs	**6**	4

All borrowing costs are expensed as incurred

The above statement should be read in conjunction with the accompanying notes

1.2 Own-Source Revenue and Gains

	2026 $'000	2025 $'000
Income		
1.2A: Revenue from contracts with customers		
Rendering of services	**5,636**	5,549
Total revenue from contracts with customers	**5,636**	5,549

Disaggregation of revenue from contracts with customers
Revenue under AASB15 is derived from the rendering of services for customers. NBA has decided to categorise revenue according to the type of customer. This enables NBA stakeholders to understand the nature, amount, timing and uncertainty of revenue which pertains to NBA.

Type of customer:		
State and Territory Governments	**5,636**	5,549
	5,636	5,549

Accounting Policy
The following is a description of principal activities from which NBA generates its revenue:

1. State and Territory Governments
Nature - NBA receives 37% of its funding for the National Supply Plan and Budget from the States and Territories, as per the National Blood Agreement. The National Blood Agreement's primary policy objectives and the NBA's role is to provide an adequate, safe, secure and affordable supply of blood products, blood related products and blood related services in Australia and to promote safe, high quality management and use of blood products, blood related products and blood related services in Australia.

The agreement meets the criteria of a "contract" as per *paragraph 9* of AASB15.
Timing - the agreement is an enforceable contract with specific performance obligations and once the obligations are met an invoice is issued and revenue recognised.
Payment terms - the receivable for the rendering of services has 30 day payment terms.

The transaction price is the total amount of consideration to which the NBA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance amount. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

	2026 $'000	2025 $'000
1.2B: Other Revenue		
Resources received free of charge		
Remuneration of auditors - Audit Fees	**154**	154
Other revenue	**359**	772
Total other revenue	**513**	926

Accounting Policy

Resources Received Free of Charge
Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Other Revenue
Revenue received from leave liabilities transferred to NBA and on site carpark cost reimbursement.

1.2C: Revenue from Government		
Appropriations		
Departmental appropriations	**8,805**	8,410
Total revenue from Government	**8,805**	8,410

Accounting Policy
Revenue from Government
Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue from Government when the NBA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the non-corporate Commonwealth entity as a corporate Commonwealth entity payment item for payment to the NBA) is recognised as revenue from Government by the corporate Commonwealth entity unless the funding is in the nature of an equity injection or a loan.

The above statement should be read in conjunction with the accompanying notes

Income and Expenses Administered on Behalf of Government

This section analyses the activities that NBA does not control but administers on behalf of Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered Expenses

	2026 $'000	2025 restated $'000
2.1A: Employee benefits		
Wages and salaries	**2,976**	2,693
Superannuation		
Defined contribution plans	**414**	351
Defined benefit plans	**124**	119
Leave and other entitlements	**476**	334
Other employee benefits	**2**	1
Total employee benefits	**3,992**	3,498

Accounting Policy:
Employee Benefits
Accounting policies for employee related expenses is contained in the People and Relationships section.

2.1B: Suppliers		
Goods and services supplied or rendered		
Purchases of blood and blood products	**1,953,558**	1,746,747
Consultants	**589**	331
Contractors	**3,567**	4,307
Travel	**41**	39
IT services	**1,037**	1,569
Other	**130**	196
Total goods and services supplied or rendered	**1,958,922**	1,753,189
Goods supplied	**1,953,617**	1,746,787
Services rendered	**5,305**	6,402
Total goods and services supplied or rendered	**1,958,922**	1,753,189

Accounting Policy:
Suppliers
Under the Deed of Agreement with the Australian Red Cross Lifeblood (ARCL or Lifeblood), Lifeblood will return any operating surplus to the NBA, unless otherwise agreed by the NBA. In 2025-26, $2,808,296.87 (2024-25: Nil) was returned by Lifeblood which related to the 2024-25 financial year.

	2026 $'000	2025 restated $'000
2.1C: Grants		
Private sector		
Not-for-profit organisations	**468**	294
Total grants	**468**	294

Accounting Policy:
Grants
The NBA administers grants on behalf of Governments. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed, or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When the Government enters into an agreement to make these grants and services but services have not been performed or criteria satisfied, this is considered a commitment.
Research and Development
Under the National Blood Agreement, the National Blood Authority (NBA) is 'to facilitate and fund appropriate research'. The NBA has received approval from funding governments to run six grant rounds under the National Blood Sector Research and Development Program. The program funds research in immunoglobulin and patient blood management. Expenditure to date for projects funded under the first five grant rounds is included in this year's financial statements. Applications for the sixth round closed in May 2025 and finalisation of grants commenced late in the 2025-26 financial year.

The above statement should be read in conjunction with the accompanying notes

2.2 Administered - Income

	2026 $'000	2025 restated $'000
Revenue		
Non–Taxation Revenue		
2.2A: Revenue from contracts with customers		
Rendering of services	**2,044,661**	1,842,575
Total revenue from contracts with customers	**2,044,661**	1,842,575

Disaggregation of revenue from contracts with customers

Revenue under AASB15 is all derived from the rendering of services for customers. NBA has categorised revenue according to the type of customer. This enables NBA stakeholders to understand the nature, amount, timing and uncertainty of revenue which pertains to NBA.

Type of customer:		
Commonwealth Government	**1,286,072**	1,160,620
State and Territory Governments	**758,508**	681,874
External entity	**81**	81
	2,044,661	1,842,575

Accounting Policy
All administered revenues are revenues relating to ordinary activities performed by the entity on behalf of the Australian Government. As such, administered appropriations are not revenues of the individual entity that oversees distribution or expenditure of the funds as directed.

The following is a description of principal activities from which NBA generates its revenue:

1. Commonwealth Government
Nature - the NBA receives 63% of its administered funding for the National Supply Plan and Budget from the Commonwealth, as per the National Blood Agreement. The National Blood Agreement's primary policy objectives and the NBA's role is to provide an adequate, safe, secure and affordable supply of blood products, blood related products and blood related services in Australia and to promote safe, high quality management and use of blood products, blood related products and blood related services in Australia. The agreement meets the criteria of a "contract" as per *paragraph 9* of AASB15.
Timing - the contract is enforceable with specific performance obligations and once the obligations are met an invoice is issued and revenue recognised.
Payment terms - the receivable for the rendering of services has 30 day payment terms.

2. State & Territory Contributions
Nature - the NBA receives 37% of its administered funding for the National Supply Plan and Budget from the States and Territories, as per the National Blood Agreement. The agreement meets the criteria of a "contract" as per paragraph 9 of AASB15.
Timing - the contract is enforceable with specific performance obligations and once the obligations are met an invoice is issued and revenue recognised.
Payment terms - the receivable for the rendering of services has 30 day payment terms.

3. McMaster University (External entity)
Nature - revenue is derived from a contract with McMaster University (Canada), for the supply of a bleeding disorders registry and associated services. The revenue from this contract is received and recognised on a quarterly basis, after the required services have been delivered.
Timing - the contract is enforceable with specific performance obligations and once the obligations are met an invoice is issued and revenue recognised.
Payment terms - the receivable for the rendering of services has 30 day payment terms.

The above statement should be read in conjunction with the accompanying notes

Departmental Financial Position

This section analyses NBA's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2026 $'000	2025 $'000
3.1A: Cash and cash equivalents		
Cash in special accounts - held in the OPA	**6,785**	6,785
Cash in special accounts - on hand or on deposit	**323**	1
Total cash and cash equivalents	**7,108**	6,786

Accounting Policy
Cash is recognised at its nominal amount. Cash and cash equivalents includes:
a) cash on hand;

3.1B: Trade and other receivables		
Goods and services receivables		
Goods and services	**456**	446
Total goods and services receivables	**456**	446
Appropriations receivables		
Appropriation receivable	**394**	61
Total appropriations receivables	**394**	61
Other receivables		
Statutory receivables - GST receivable	**27**	67
Total other receivables	**27**	67
Total trade and other receivables (gross)	**877**	574
Total trade and other receivables (net)	**877**	574

Credit terms for goods and services were within 30 days (2024-25: 30 days).

Accounting Policy
Financial assets
Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

The above statement should be read in conjunction with the accompanying notes

3.2. Non-Financial Assets

3.2A: Reconciliation of the Opening and Closing Balances of Plant and Equipment, Intangibles, Leasehold Improvements and Right of Use Asset

	Buildings $'000	Leasehold Improvements $'000	Plant and equipment $'000	Computer Software $'000	Total $'000
As at 1 July 2025					
Gross book value	4,203	6,443	1,429	3,346	**15,421**
Accumulated depreciation, amortisation and impairment	(2,686)	(3,513)	(734)	(3,346)	**(10,279)**
Total as at 1 July 2025	**1,517**	**2,930**	**695**	**-**	**5,142**
Additions					
Purchase or internally developed	-	-	268	55	**323**
Revaluations and impairments recognised in other comprehensive income	-	-	(8)		**(8)**
Depreciation and amortisation	-	(1,353)	(251)	-	**(1,604)**
Depreciation on right-of-use assets	(682)	-	-	-	**(682)**
Other movements	(47)	-	-	-	**(47)**
Total as at 30 June 2026	**788**	**1,577**	**704**	**55**	**3,124**
Net book value as of 30 June 2026 represented by:					
Gross book value	4,156	6,441	1,352	3,152	15,101
Accumulated depreciation, amortisation & impairment	(3,368)	(4,864)	(648)	(3,097)	(11,977)
	788	**1,577**	**704**	**55**	**3,124**

No indicators of impairment were found for leasehold improvements or Computer Software, write down or impairment of Plant and equipment.
No leasehold improvements, plant and equipment, or Computer software are expected to be sold or disposed of within the next 12 months.
Asset stocktake occur annually across all asset class.
Buildings comprise right-of-use assets associated with office lease arrangements.
Opening Gross book value and accumulated depreciation, amortisation and impairment have been corrected to include approved disposal in the 2024-25 financial year
Plant and equipment includes Artwork valued at $8k

Revaluations of non-financial assets
All revaluations are conducted in accordance with the revaluation policy stated on the Asset overview note.

	2026 $'000	2025 $'000
3.2B: Other non-financial assets		
Prepayments	**209**	174
Total other non-financial assets	**209**	174

Accounting Policy:

Acquisition of Assets

Assets are recorded at cost on acquisition. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Plant and Equipment

Asset Recognition Threshold

Purchases of plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than the thresholds listed below for each class of asset, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Asset class	*Recognition Threshold*
Plant and equipment	$2,000
Purchased software	$5,000
Leasehold improvements	$10,000
Internally developed software	$50,000
Artwork	$2,000

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the NBA where there exists an obligation to restore the property to its original condition. These costs are included in the value of the NBA's leasehold improvements with a corresponding provision for the 'make good' recognised.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Fair values for each class of asset are determined as shown below.

Asset class	*Fair value measured at*
Leasehold improvements	Depreciated replacement cost
Plant & equipment	Market selling price
Artwork	Depreciated replacement cost

Following initial recognition at cost, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted every five years. If there is a material difference between the carrying amount and assets' carrying amount then a valuation will be conducted. The most recent independent valuation was conducted by Jones Lang Lasalle on 30 June 2025.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that is previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Depreciation

Depreciable plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the NBA using, in all cases, the straight-line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Asset class	*2026*	*2025*
Plant & equipment	3 to 7 years	3 to 7 years
Leasehold improvements	Lease term	Lease term
Artwork	100 years	100 years

Impairment

All assets were assessed for impairment at 30 June 2026. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the NBA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of plant and equipment is derecognised upon disposal or when no further economic benefits are expected from its use or disposal.

Intangibles

The NBA's intangibles comprise internally developed software and purchased software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the NBA's software are:

Type	*2026*	*2025*
Purchased software	3 years	3 years
Internally developed software	5 years	5 years

All software assets were assessed for indications of impairment at 30 June 2026.

The above statement should be read in conjunction with the accompanying notes

	2026 $'000	2025 $'000
3.3 Payables		
3.3A: Suppliers		
Trade creditors and accruals	**164**	199
Total suppliers	**164**	199
3.3B: Other payables		
Salaries and wages	**319**	296
Superannuation	**49**	45
Total other payables	**368**	341
3.3C: Deferred revenue		
Deferred revenue	**453**	446
Total deferred revenue	**453**	446
3.4 Interest Bearing Liabilities		
3.4A: Leases		
Lease liabilities:		
Buildings	**1,168**	2,186
Total leases	**1,168**	2,186

Total cash outflow for leases for the year ended 30 June 2026 was $972,340 (2024-25 $954,282).

3.4B: Maturity analysis - contractual undiscounted cash flows

Within 1 year	**999**	990
Between 1 to 5 years	**169**	1,196
Total leases	**1,168**	2,186

The NBA in its capacity as lessee has one (2024-25: 1) agreement for the leasing of premises at 243 Northbourne Avenue Lyneham.

Accounting Policy:

Leases

For all new contracts entered into, the NBA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.
Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Department of Finance incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

The above statement should be read in conjunction with the accompanying notes

Assets and Liabilities Administered on Behalf of the Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result NBA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered - Financial Assets

	2026 $'000	2025 restated $'000
4.1A: Cash and cash equivalents		
Cash in special accounts - held in the OPA	**402,530**	316,916
Cash in special accounts - on hand or on deposit	**307**	(21)
Total cash and cash equivalents	**402,837**	316,895

Accounting Policy
Cash is recognised at its nominal amount. Cash and cash equivalents includes:
a) cash on hand;
b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and

4.1B: Trade and other receivables		
Goods and services receivables	**42,634**	27,394
Total goods and services receivables	**42,634**	27,394
Other receivables		
Interest	**5,007**	4,087
Statutory receivables - GST receivable	**14,672**	12,992
Total other receivables	**19,679**	17,079
Total trade and other receivables (gross)	**62,313**	44,473
Less impairment loss allowance	**-**	-
Total trade and other receivables (net)	**62,313**	44,473

Credit terms for goods and services were within 30 days (2024-25: 30 days).

Accounting Policy:
Financial assets
Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows, where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance. The NBA's trade and other receivables do not have a significant financing component. Hence the NBA uses the simplified approach for trade receivables and other receivables as per AASB 9 Financial Instruments. Under this model the NBA will recognise a loss allowance equivalent to the receivables' lifetime expected credit loss (ECL) as a provision in the Statement of Financial Position and as an expense in the Statement of Comprehensive Income, once there is an indication that there is a possibility of a credit loss from default events. No ECL was recognised in 2025-26.

4.1C: Other investments		
Deposits[1]	**157,873**	152,373
Total other investments	**157,873**	152,373
Other investments expected to be recovered		
No more than 12 months	**67,600**	54,900
More than 12 months	**90,273**	97,473
Total other investments	**157,873**	152,373

1. Monies invested in term deposits with various approved institutions under Section 58 of the *Public Governance, Performance and Accountability Act 2013, for the purpose of receiving passive investment income.*

Accounting Policy:
National managed fund
The national managed fund was established to manage the liability risks of the Australian Red Cross Society in relation to the provision of blood and blood products. The NBA manages this fund on behalf of Australian Governments. To facilitate the transfer of the fund to the NBA, a special account under Section 78 of the Public Governance, Performance and Accountability Act 2013 was established, and this fund was transferred to the NBA for reporting.
The fund came into effect on 1 July 2000 and to date no claims have been made against it. The balance of the fund as at 30 June 2026 is $158,185,572 (30 June 2025: $152,429,508), and is a combination of investments ($157,873,000) and the balance of the special account ($312,572).

The above statement should be read in conjunction with the accompanying notes

4.2 Administered - Non-Financial Assets

4.2A: Reconciliation of the opening and closing balances of plant and equipment and intangibles

	Plant and equipment $'000	Computer Software $'000	Total $'000
As at 1 July 2025			
Gross book value	508	14,371	**14,879**
Accumulated depreciation, amortisation and impairment	(431)	(12,800)	**(13,231)**
Total as at 1 July 2025	**77**	**1,571**	**1,648**
Additions			
Purchase or internally developed	-	633	**633**
Revaluations and impairments recognised in other comprehensive income	(44)	-	**(44)**
Depreciation and amortisation	(33)	(601)	**(634)**
Total as at 30 June 2026	**0**	**1,603**	**1,603**
Net book value as at 30 June 2026 represented by:			
Gross book value	31	14,927	14,958
Accumulated depreciation, amortisation & impairment	(31)	(13,324)	(13,355)
	-	**1,603**	**1,603**

No plant and equipment or computer software are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets and intangible assets
All revaluations are conducted in accordance with the revaluation policy stated at Note 3.2A.

Following initial recognition at cost, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted every five years. If there is a material difference between the carrying amount and assets' carrying amount then a valuation will be conducted. The most recent independent valuation was conducted by Jones Lang Lasalle on 30 June 2025.

Contractual commitments for the acquisition of plant and equipment and intagible assets

The NBA has no significant contractual commitments for the acquisition of plant, equipment and intangible assets

	2026 $'000	2025 restated $'000
4.2B: Inventories		
National reserve inventory held for distribution	**74,202**	72,970
Other inventory held for distribution	**80,323**	74,619
Total Inventories	**154,525**	147,589

During 2025-26, $546,623 of inventory held for distribution related to a net write-off of damaged and expired stock and was recognised as an expense (2024-25: $653,947). The amount of inventories held for distribution as an expense in 2025-26 was $1,250,322,449 (2024-25: $1,136,809,316). No items of inventory were recognised at fair value less cost to sell. All inventory is expected to be distributed in the next 12 months.

Accounting Policy:
Inventories
Inventories held for distribution are valued at cost, adjusted for any loss of service potential.
Costs incurred in bringing each item of inventory to its present location and condition are assigned as follows:
a) raw materials and stores – purchase cost on a first-in-first-out basis, with the exception of plasma products which are based on a weighted average; and
b) finished goods and work-in-progress – cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.
Inventories acquired at no cost or nominal consideration are initially measured at current replacement cost at the date of acquisition.

4.2C: Prepayments		
Prepayments	**126,434**	95,184
Total Prepayments	**126,434**	95,184

Accounting Policy:
Prepayments
Prepayments include the July invoice paid in advance to The Australian Red Cross Blood Service for the supply of blood and blood products and services.
Other prepayments include services and subscriptions paid for in advance.

4.3 Administered - Payables

	2026 $'000	2025 restated $'000
4.3A: Suppliers		
Trade creditors and accruals	**99,133**	74,298
Total suppliers	**99,133**	74,298
Suppliers expected to be settled		
No more than 12 months	**99,133**	74,298
Total suppliers	**99,133**	74,298
Settlement was usually made within 30 days.		
4.3B: Deferred revenue		
Deferred revenue	**177,022**	153,627
Total deferred revenue	**177,022**	153,627
4.3C: Other payables		
Salaries and Wages	**142**	103
	142	103

The above statement should be read in conjunction with the accompanying notes

Funding

This section identifies NBA's funding structure.

5.1 Appropriations

5.1A: Annual appropriations (recoverable GST exclusive)

Annual Appropriations for 2026

	2026 Annual Appropriation $'000	2026 Adjustments to appropriation [1] $'000	2026 Total Appropriation $'000	Appropriation applied in 2026 (current and prior years) $'000	Variance $'000
DEPARTMENTAL					
Ordinary annual services	8,505	820	9,325	9,325	-
Capital Budget [2]	694	(300)	394	61	333
Total departmental	**9,199**	**520**	**9,719**	**9,386**	**333**
ADMINISTERED					
Ordinary annual services					
Administered items	10,171	-	10,171	10,171	-
Total administered	**10,171**	**-**	**10,171**	**10,171**	**-**

1. Adjustments to appropriation comprises Section 74 receipts.

2. Departmental and administered capital budgets are appropriated through Appropriation Acts (No. 1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts. The NBA did not have an administered capital budget in 2026.

Annual Appropriations for 2025

	2025 Annual Appropriation $'000	2025 Adjustments to appropriation [1] $'000	2025 Total appropriation $'000	Appropriation applied in 2025 (current and prior years) $'000	Variance $'000
DEPARTMENTAL					
Ordinary annual services	8,410	970	9,380	12,899	(3,519)
Capital Budget [2]	692	-	692	1,207	(515)
Total departmental	**9,102**	**970**	**10,072**	**14,106**	**(4,034)**
ADMINISTERED					
Ordinary annual services					
Administered items	8,429	-	8,429	8,429	-
Total administered	**8,429**	**-**	**8,429**	**8,429**	**-**

1. Adjustments to appropriation comprises Section 74 receipts.

2. Departmental and administered capital budgets are appropriated through Appropriation Acts (No. 1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

5.1B: Unspent annual appropriations (recoverable GST exclusive)

	2026 $'000	2025 $'000
DEPARTMENTAL		
Cash	**323**	1
Appropriation Act (No. 1) - (DCB) 2024-25	**-**	61
Appropriation Act (No. 1) - (DCB) 2025-26	**104**	-
Supply Act (No. 1) - (DCB) 2025-26	**290**	-
Total	**717**	62

5.1B: Unspent annual appropriations (recoverable GST exclusive)

	2026 $'000	2025 $'000
ADMINISTERED		
Cash	**-**	-
Total	**-**	-

The above statement should be read in conjunction with the accompanying notes

5.2 Special Accounts

	The National Blood Account [1]		NMF Blood and Blood Products Special Account 2017 [2]	
	2026 $'000	2025 restated $'000	**2026 $'000**	2025 $'000
Balance brought forward from previous period	**323,624**	149,647	**152,430**	145,654
Increases				
Appropriation credited to special account	**8,805**	7,596	**-**	-
Departmental				
Other receipts - State and territory contributions	**5,863**	6,217	**-**	-
Other receipts	**4,632**	5,285	**-**	-
Total departmental increases	**19,300**	19,098	**-**	-
Administered				
Investment Income not reinvested	**-**	-	**313**	57
Other receipts - Commonwealth contributions	**1,314,605**	1,176,847	**-**	-
Other receipts - State and territory contributions	**746,702**	738,260	**-**	-
New Investments	**-**	-	**63,343**	71,949
Total administered increases	**2,061,307**	1,915,107	**63,656**	72,006
Total increases	**2,080,607**	1,934,205	**63,656**	72,006
Available for payments	**2,404,231**	2,083,852	**216,086**	217,660
Decreases:				
Departmental				
Payments made to employees & suppliers	**18,980**	12,907	**-**	-
Total departmental decreases	**18,980**	12,907	**-**	-
Administered				
Payments made to employees	**3,954**	3,447	**-**	-
Payments made to suppliers	**1,971,665**	1,743,874	**-**	-
Investments matured	**-**	-	**57,900**	65,230
Total administered decreases	**1,975,619**	1,747,321	**57,900**	65,230
Total decreases	**1,994,599**	1,760,228	**57,900**	65,230
Total balance carried forward to the next period	**409,632**	323,624	**158,186**	152,430
Balance represented by:				
Cash held in entity bank accounts Admin	**307**	(21)	**-**	-
Cash held in the Official Public Account Admin	**402,217**	316,859	**313**	57
Cash held in the Official Public Account Dept	**6,785**	6,785	**-**	-
Cash held in entity bank accounts Dept	**323**	1	**-**	-
Cash held in the NMF investments	**-**	-	**157,873**	152,373
Total balance carried forward to the next period	**409,632**	323,624	**158,186**	152,430

1. Appropriation: Public Governance, Performance and Accountability Act 2013 section 80

Establishing Instrument: National Blood Authority Act 2003
Purpose: The National Blood Authority was established on 1 July 2003 with the principal role of managing the national blood arrangements, ensuring sufficient supply and to provide a new focus on the safety and quality of blood and blood products. Blood and blood products are funded from a special account established under the *National Blood Authority Act 2003* , section 40. The NBA's activities contributing to its outcome are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, revenues and expenses controlled by the agency in its own right. Administered activities are managed or oversighted by the NBA on behalf of the Government. Departmental appropriations are transferred to the National Blood Special Account, with related GST refunds retained and credited to the Special Account.

***2. Appropriation: Public Governance, Performance and Accountability Act 2013* section 78**

***Establishing Instrument: Public Governance, Performance and Accountability Act 2013* section 78**
Purpose: For the receipt of monies and payment of all expenditure related to the management of blood and blood products liability claims against the Australian Red Cross Society (ARCS) in relation to the activities undertaken by the operating division of the ARCS known as the Australian Red Cross Lifeblood (previously Australian Red Cross Blood Service).

The above statement should be read in conjunction with the accompanying notes

5.3 Net Cash Appropriation Arrangements

	2026 $'000	2025 $'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	**(713)**	(1,378)
Plus : depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	**1,604**	1,460
Plus : depreciation of right-of-use assets[1]	**682**	701
Less : lease principal repayments[1]	**972**	954
Net Cash Operating Surplus/ (Deficit)	**601**	(171)

1. The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

The above statement should be read in conjunction with the accompanying notes

People and Relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2026 $'000	2025 $'000
6.1A: Employee provisions		
Leave	**3,411**	3,431
Total employee provisions	**3,411**	3,431

Accounting Policy:
Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.
Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.
Leave
The liability for employee benefits includes provision for annual leave and long service leave.
The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including NBA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.
The liability for long service leave has been determined by using the shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.
Separation and redundancy
Provision is made for separation and redundancy benefit payments. The entity recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.
Termination Benefits
No provision for termination benefits was recognised by the NBA as at 30 June 2026.
Superannuation
The entity's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.
The CSS and PSS are defined benefit schemes. The PSSap is a defined contribution scheme.
The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.
The entity makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to Government. The entity accounts for the contributions as if they were contributions to defined contribution plans.

6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any directors (executive or otherwise) of that entity.

The NBA has determined the key management personnel to be the Chief Executive, Deputy Chief Executive - Commercial Blood Products and Business Services and Deputy Chief Executive - Fresh Blood Products and Business Systems. Key management personnel remuneration is reported in the table below:

	2026	2025
	$'000	$'000
Short-term employee benefits	**923**	922
Post-employment benefits	**145**	127
Other long-term benefits	**19**	24
Total key management personnel compensation expenses	**1,087**	1,073

The total number of key management personnel that are included in the above table are 5 (2024-25: 3).

6.3 Related Party Disclosures

Related party relationships

The NBA is an Australian Government controlled entity. Related parties to the NBA are key management personnel including the Portfolio Minister, Chief Executive, Deputy Chief Executive - Commercial Blood Products and Business Services and Deputy Chief Executive - Fresh Blood Products and Business Systems, and other Australian Government entities.

Transactions with related parties

Given the breadth of government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans in general government departments. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and that transactions entered into during the reporting period by the NBA, it has been determined that there are no related party transactions to be separately disclosed (2024-25: nil).

Managing uncertainties

This section analyses how the NBA manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

7.1A: Departmental - Contingent Assets and Liabilities

Quantifiable contingencies
There were no quantifiable contingent assets or liabilities in this reporting period.

Unquantifiable contingencies
There were no unquantifiable contingent assets or liabilities in this reporting period.

Accounting Policy:
Contingent liabilities and contingent assets

Contingent assets and liabilities are not recognised in the Statement of Financial Position but are reported in the notes in line with the requirements of the accounting standards. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when there is a potential loss that may occur in future depending on the outcome of a specific event and the possibility of settlement is greater than remote.

7.1B: Administered - Contingent Assets and Liabilities

	2026 $'000	2025 restated $'000
Contingent liabilities		
Indemnities	**58,498**	71,321
Total contingent liabilities	**58,498**	71,321
Net administered contingent liabilities	**58,498**	71,321

Quantifiable administered contingencies

The above table contains $58,498,312 of contingent liabilities disclosed in respect to the Deed of Indemnity between the Australian Red Cross Society (ARCS) and the NBA (2024-25: $71,321,336). The Deed indemnifies the ARCS in relation to funding arrangements for the Sydney Processing Centre (SPC) and the Melbourne Processing Centre (MPC). The NBA indemnifies the ARCS in respect of the ARCS's liability to meet a funded obligation relating to the SPC or MPC if contracted payments become due and payable after the date when the ARCS does not have sufficient SPC or MPC funding.

Unquantifiable administered contingencies

At 30 June 2026, the NBA had three unquantifiable contingencies (2024-25: 3) disclosed below:

Unquantifiable Contingent Assets

1 The NBA has a Deed of Agreement with the ARCS for the supply of products. Under the Output Based Funding Model (OBFM) principles the Australian Red Cross Lifeblood (Lifeblood) will return any operating surplus to the NBA, unless otherwise agreed by the NBA.

Unquantifiable contingent liabilities

2 The NBA under the National Blood Agreement prepares an annual National Supply Plan & Budget (NSP&B) for products. States & Territories and the Commonwealth make payments to the NBA based on this plan. Any surplus or shortfall is paid or recovered in the following year.

3 Under certain conditions Australian Governments jointly provide indemnity for Lifeblood through a cost sharing arrangement for claims, both current and potential, regarding personal injury and damage suffered by a recipient of certain blood products. The Australian Government's share of any liability is limited to sixty three per cent of any agreed net cost.

The Deed of Agreement between the ARCS and the NBA in relation to the operation of Lifeblood includes certain indemnities and a limit of liability in favour of the ARCS. These cover a defined set of potential business, product and employee risks and liabilities arising from the operations of Lifeblood. Certain indemnities for specific risk events operate within the term of the Deed of Agreement, are capped and must meet specified pre-conditions. Other indemnities and the limitation of liability only operate in the event of the expiry and non renewal, or the earlier termination of the Deed of Agreement relating to the operation of the ARCS or the cessation of funding for the principal sites, and only within a certain scope. All indemnities are also subject to appropriate limitations and conditions including mitigation, contributory fault, and the process of handling relevant claims.

It was not possible to estimate the amounts of any eventual payments that may be required in relation to these claims. These were not included in the above table.

Accounting Policy:
Indemnities

The maximum amounts payable under the indemnities given is disclosed above. At the time of completion of the financial statements, there was no reason to believe that the indemnities would be called upon, and no recognition of any liability was therefore required.

7.2 Departmental - Financial Instruments

7.2A: Categories of Financial Instruments

	2026 $'000	2025 $'000
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	**7,108**	6,786
Trade and other receivables	**456**	446
Total financial assets at amortised cost	**7,564**	7,232
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade and other creditors	**164**	199
Total financial liabilities measured at amortised cost	**164**	199

Accounting Policy:

Financial assets

The entity classifies its financial assets in the following categories:
a) financial assets at fair value through profit or loss;
b) financial assets at fair value through other comprehensive income; and
c) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:
a) the financial asset is held in order to collect the contractual cash flows; and
b) the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

7.3 Administered - Financial Instruments

7.3A: Categories of Financial Instruments

	2026 $'000	2025 restated $'000
Financial Assets		
Financial assets at amortised cost		
Deposits	**157,873**	152,373
Cash and cash equivalents	**402,837**	316,895
Trade and other receivables	**47,641**	31,481
Total financial assets	**608,351**	500,749
Financial Liabilities		
Financial liabilities at amortised cost		
Trade and other creditors	**99,133**	74,298
Total financial liabilities at amortised cost	**99,133**	74,298

7.3B: Net Gains or Losses on Financial Assets

Financial assets at amortised cost		
Interest revenue	**6,676**	6,598
Net gain on financial assets at amortised cost	**6,676**	6,598

Accounting Policy:

Financial assets

The entity classifies its financial assets in the following categories:
a) financial assets at fair value through profit or loss;
b) financial assets at fair value through other comprehensive income; and
c) financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:
a) the financial asset is held in order to collect the contractual cash flows; and
b) the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

7.4 Departmental - Fair Value Measurement

Fair value measurements at the end of the reporting period

	2026	2025
	$'000	$'000
Non-financial assets		
Leasehold improvements	**1,577**	2,930
Plant and equipment	**704**	695

7.5 Administered - Fair Value Measurement

Fair value measurements at the end of the reporting period

	2026	2025 restated
	$'000	$'000
Non-financial assets		
Plant and equipment	**-**	77

Accounting Policy:

Fair value measurement

An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. Independant valuations are carried out every five years in line with the NBA asset management policy. On 30 June 2025 an independent valuation was conducted by Jones Lang Lasalle of leasehold improvements and plant and equipment.

The methods utilised to determine and substantiate the unobservable inputs are derived and evaluated as follows:
Physical Depreciation and Obsolescence - Assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured utilising the depreciated replacement cost approach.
Under the depreciated replacement cost approach the estimated cost to replace the asset is calculated and then adjusted to take into account physical depreciation and obsolescence. Physical depreciation and obsolescence has been determined based on professional judgement regarding physical, economic and external obsolescence factors relevant to the asset under consideration. For all leasehold improvement assets, the consumed economic benefit / asset obsolescence deduction is determined based on the term of the associated lease.

Other Information

8.1 Current/non-current distinction for assets and liabilities

8.1A: Departmental - Current/non-current distinction for assets and liabilities

	2026 $'000	2025 $'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**7,108**	6,786
Trade and other receivables	**877**	574
Other non-financial assets	**209**	174
Total no more than 12 months	**8,194**	7,534
More than 12 months		
Buildings	**788**	1,517
Leasehold improvements	**1,577**	2,930
Plant and equipment	**704**	695
Computer software	**55**	-
Total more than 12 months	**3,124**	5,142
Total assets	**11,318**	12,676
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**164**	199
Employee Provisions	**1,047**	1,049
Other Payables	**368**	341
Deferred Revenue	**453**	446
Leases	**999**	991
Total no more than 12 months	**3,031**	**3,026**
More than 12 months		
Leases	**169**	1,195
Employee Provisions	**2,364**	2,382
Total no more than 12 months	**2,533**	3,577
Total liabilities	**5,564**	6,603

8.1B: Administered - Current/non-current distinction for assets and liabilities

	2026 $'000	2025 restated $'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**402,837**	316,895
Trade and other receivables	**62,313**	44,473
Other investments	**67,600**	54,900
Inventories	**154,525**	147,589
Other non-financial assets	**126,434**	95,184
Total no more than 12 months	**813,709**	659,041
More than 12 months		
Plant and equipment	**-**	77
Computer Software	**1,603**	1,571
Other investments	**90,273**	97,473
Total More than 12 months	**91,876**	99,121
Total assets	**905,585**	758,162
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**99,133**	74,298
Other payables	**142**	103
Deferred Revenue	**177,022**	153,627
Total no more than 12 months	**276,297**	228,028
More than 12 months		
Total more than 12 months	**-**	-
Total liabilities	**276,297**	228,028

The above statement should be read in conjunction with the accompanying notes

8.2: BUDGETARY REPORTS AND EXPLANATIONS OF MAJOR VARIANCES

The following tables provide a comparison of the original budget as presented in the 2025-26 Portfolio Budget Statements (PBS) to the 2025-26 final outcome as presented in accordance with Australian Accounting Standards for the NBA. The Budget is not audited.

8.2A: Departmental Budgetary Reports

Statement of Comprehensive Income for the NBA for the year ended 30 June 2026	2026 Actual $'000	2026 Budget $'000	2026 Variance $'000
NET COST OF SERVICES			
Expenses			
Employee benefits	**10,479**	10,555	76
Suppliers	**2,892**	3,176	284
Depreciation and amortisation	**2,286**	1,821	(465)
Finance costs	**6**	25	19
Total expenses	**15,663**	**15,577**	**(86)**
Own-source income			
Own-source revenue			
Revenue from contracts with customers	**5,636**	5,437	199
Other revenue	**359**	450	(91)
Total own-source revenue	**5,995**	**5,887**	**108**
Gains			
Resources received free of charge - remuneration of auditors	**154**	139	15
Gains from asset sales	**4**	-	4
Total gains	**158**	**139**	**19**
Total own-source income	**6,153**	**6,026**	**127**
Net (cost of)/contribution by services	**(9,510)**	**(9,551)**	**41**
Revenue from government	**8,805**	**8,563**	**242**
Surplus/(Deficit) before income tax on continuing operations	**(705)**	**(988)**	**283**
Income tax expense			
Surplus/(Deficit) after income tax on continuing operations	**(705)**	**(988)**	**283**
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus	**(8)**	-	**8**
Total other comprehensive income	**-**	-	-
Total comprehensive income/(loss)	**(713)**	**(988)**	**275**

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

STATEMENT OF FINANCIAL POSITION as at 30 June 2026	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000
ASSETS			
Financial assets			
Cash and cash equivalents	**7,108**	892	6,216
Trade and other receivables	**877**	5,426	(4,549)
Total financial assets	**7,985**	**6,318**	**1,668**
Non-financial assets			
Buildings	**788**	664	124
Leasehold improvements	**1,577**	4,206	(2,629)
Plant and equipment	**704**	793	(89)
Computer software	**55**	-	55
Other non-financial assets	**209**	205	4
Total non-financial assets	**3,333**	**5,868**	**(2,535)**
Total assets	**11,318**	**12,186**	**(867)**
LIABILITIES			
Payables			
Suppliers	**164**	126	38
Other payables	**368**	538	(170)
Deferred revenue	**453**	-	453
Total payables	**985**	**664**	**321**
Interest bearing liabilities			
Leases	**1,168**	1,581	(413)
Total interest bearing liabilities	**1,168**	**1,581**	**(413)**
Provisions			
Employee provisions	**3,411**	2,557	854
Total provisions	**3,411**	**2,557**	**854**
Total liabilities	**5,564**	4,802	762
Net assets	**5,754**	**7,384**	**(1,629)**
EQUITY			
Contributed equity	**9,499**	9,988	(489)
Reserves	**96**	-	96
Retained surplus/(Accumulated deficit)	**(3,841)**	(2,604)	(1,237)
Total equity	**5,754**	**7,384**	**(1,630)**

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

Statement of Changes in Equity for the NBA for the year ended 30 June 2026	Retained Earnings			Asset revaluation reserve			Contributed equity/capital			Total equity		
	2026 Actual $'000	2026 Budget $'000	2026 Variance $'000	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000
Opening balance												
Balance carried forward from previous period	**(3,198)**	(1,616)	(1,582)	**166**	-	166	**9,105**	9,294	(189)	**6,073**	7,678	(1,605)
Adjusted opening balance	**(3,198)**	**(1,616)**	**(1 582)**	**166**	**-**	**166**	**9,105**	**9,294**	**(189)**	**6,073**	**7,678**	**(1 605)**
Comprehensive income												
Revaluation adjustment	**-**	-	-	**(8)**	-	(8)	**-**	-	-	**(8)**	-	(8)
Surplus / (Deficit) for the period	**(705)**	(988)	283	**-**	-	-	**-**	-	-	**(705)**	(988)	283
Total comprehensive income attributable to Australian Government	**(705)**	**(988)**	**283**	**(8)**	**-**	**(8)**	**-**	**-**	**-**	**(713)**	**(988)**	**275**
Transactions with owners												
Contributions by owners												
Departmental capital budget	**-**	-	-	**-**	-	-	**394**	694	(300)	**394**	694	(300)
Total transactions with owners	**-**	**-**	**-**	**-**	**-**	**-**	**394**	**694**	**(300)**	**394**	694	**(300)**
Transfers between equity components	**62**	-	62	**(62)**	-	(62)	**-**	-	-	**-**	-	-
Closing balance as at 30 June 2026 attributable to Australian Government	**(3,841)**	**(2,604)**	**(1 237)**	**96**	**-**	**96**	**9,499**	**9,988**	**(489)**	**5,754**	**7,384**	**(1 630)**

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2026

Cash Flow Statement for the NBA for the year ended 30 June 2026		**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		**9,325**	8,563	762
Sale of goods and rendering of services		**5,473**	5,437	36
Net GST received		**421**	450	(29)
Total cash received		**15,219**	**14,450**	**768**
Cash used				
Employees		**9,932**	10,555	623
Suppliers		**3,056**	3,037	(19)
Section 74 receipts transferred to the OPA		**520**	-	(520)
Interest payments on lease liabilities		**6**	25	19
Total cash used		**13,514**	**13,617**	**103**
Net cash from/(used by) operating activities		**1,705**	**833**	**872**
INVESTING ACTIVITIES				
Cash used				
Purchase of plant and equipment		**268**	694	426
Purchase of computer software		**55**	-	55
Total cash used		**323**	**694**	**481**
Net cash from/(used by) investing activities		**(323)**	**(694)**	**371**
FINANCING ACTIVITIES				
Cash received				
Contributed Equity - departmental capital budget		**61**	694	(633)
Total cash received		**61**	**694**	**(633)**
Cash used				
Principal repayment of lease liabilities		**1,120**	833	(287)
Total cash used		**1,120**	**833**	**(287)**
Net cash from/(used by) financing activities		**(1,060)**	**(139)**	**(921)**
Net increase/(decrease) in cash held		**322**	**-**	**322**
Cash and cash equivalents at the beginning of the reporting period		**6,786**	892	5,894
Cash and cash equivalents at the end of the reporting period	3.1A	**7,108**	**892**	**6,216**

The above statement should be read in conjunction with the accompanying notes

8.2B: Departmental Major Budget Variances for 2026

Explanations of major variances	Affected line items (and statement)
Statement of Comprehensive Income	
Expenses	
Suppliers - The underspend is predominantly due to reduced contractors per the Strategic Commissioning Framework and reduced travel with more meetings being held virtually.	*Suppliers (Statement of Comprehensive Income)* *Cash and cash equivalents (Statement of Financial Position)* *Cash used - Suppliers (Statement of Cash Flow)*
Depreciation and amortisation - The overspend is due to the timing of the NBA's Laptop refresh program.	*Depreciation and amortisation (Statement of Comprehensive Income)* *Plant and Equipment (Statement of Financial Position)*
Own-source revenue	
Revenue from contracts with customers - Under budgeted for a specific contract with a State for additional services associated with the administration of National Supply Plan and Budget	*Own-source revenue (Statement of Comprehensive Income)*
Statement of Financial Position	
Financial Assets	
Cash and cash equivalents - The budget is lower than the actuals as the NBA Appropriations have been drawdown into the Special Account, the budget assumes part of the Appropriations remained as a Appropriation receivable at year end.	*Cash and cash equivalents (Statement of Comprehensive income)* *Trade and other receivables (Statement of Financial Position)* *Appropriations (Statement of Cash Flow)*
Trade and other receivables - The actual is lower due to Appropriations being drawdown into the Special Account in the financial year whilst the budget assumes part of the Appropriations remained a receivable at year end.	*Cash and cash equivalents (Statement of Comprehensive income)* *Trade and other receivables (Statement of Financial Position)* *Appropriations (Statement of Cash Flow)*
Non-financial assets	
Buildings, Leasehold improvements - the 2026 actuals are lower than budget due to the change in the useful life of the Leasehold improvements	*Depreciation and amortisation (Statement of Comprehensive income)* *Leasehold Improvements (Statement of Financial Position)*
Provisions	
Employee provisions - the employee provision is greater than budget due to the budget excluding significant increases in provisions from the prior year.	*Employee Benefits (Statement of Comprehensive Income)* *Cash and cash equivalents (Statement of Financial Position)* *Employee Provisions (Statement of Financial Position)*
Cash Flow Statement	
Variances against budget in the Cash flow statement are broadly consistent with the explanations provided for revenue and expenses.	

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2026

8.2C: Administered Budgetary Reports

Administered Schedule of Comprehensive Income for the NBA for the period ended 30 June 2026	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000
NET COST OF SERVICES			
Expenses			
Employee benefits	**3,992**	4,133	141
Suppliers	**1,958,922**	2,117,381	158,459
Grants - non-profit organisations	**468**	-	(468)
Depreciation and amortisation	**634**	1,818	1,184
Total expenses	**1,964,016**	**2,123,332**	**159,316**
Income			
Revenue			
Non-taxation revenue			
Other sources of non-taxation revenues	**2,051,337**	**2,129,926**	(78,589)
Total non-taxation revenue	**2,051,337**	**2,129,926**	**(78,589)**
Total revenue	**2,051,337**	**2,129,926**	**(78,589)**
Total income	**2,051,337**	**2,129,926**	**(78,589)**
Net (cost of)/contribution by services	**87,321**	**6,594**	**80,727**
Surplus/(Deficit)	**87,321**	**6,594**	**80,727**
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus	**(44)**	-	(44)
Total comprehensive income/(loss)	**87,277**	**6,594**	**80,683**

The above statement should be read in conjunction with the accompanying notes

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

Administered Schedule of Assets and Liabilities for the NBA as at 30 June 2026	**2026 Actual $'000**	2026 Budget $'000	2026 Variance $'000
ASSETS			
Financial assets			
Cash and cash equivalents	**402,837**	171,103	231,734
Trade and other receivables	**62,313**	83,850	(21,537)
Other investments	**157,873**	155,573	2,300
Total financial assets	**623,023**	**410,526**	**212,497**
Non-financial assets			
Plant and equipment	**-**	151	(151)
Computer software	**1,603**	1,299	304
Inventories	**154,525**	145,275	9,250
Prepayments	**126,434**	91,489	34,945
Total non-financial assets	**282,562**	**238,214**	**44,348**
Total assets administered on behalf of Government	**905,585**	**648,740**	**256,845**
LIABILITIES			
Payables			
Suppliers	**99,133**	58,314	(40,819)
Other payables	**142**	-	(142)
Deferred revenue	**177,022**	141,373	(35,649)
Total payables	**276,297**	**199,687**	**(76,610)**
Total liabilities administered on behalf of Government	**276,297**	**199,687**	**(76,610)**
Net assets/(liabilities)	**629,288**	**449,053**	**180,235**

The above statement should be read in conjunction with the accompanying notes

8.2D: Administered Major Budget Variances for 2026

Explanations of major variances	Affected line items (and statement)
Administered Schedule of Comprehensive Income	
Expenses	
Suppliers - the blood and blood-related products and services are less than budgeted due to price assumptions being marginally overstated on imported Immunoglobulin Products.	*Suppliers (Administered Schedule of Comprehensive Income) Cash and cash equivalents (Administered Schedule of Assets and Liabilities)*
Revenue	
Other sources of non-taxation revenues - the actual is less than budget due to the 2024-25 acquitted surplus being returned to governments in the 2025-26 financial year.	*Revenues - Other sources of non-taxation revenues (Administered Schedule of Comprehensive Income)*
Administered Schedule of Assets and Liabilities	
Financial Assets	
Cash and cash equivalents - over budget due to surplus result and timing of supplier payments, which is evidenced by the increased suppliers payable and prepayments.	*Cash and cash equivalents, (Administered Schedule of Assets and Liabilities)* *Suppliers (Administered Schedule of Comprehensive Income)*
Non-financial assets	
Prepayments - the actual prepayments is above budget due to a year end adjustment of Fresh Blood product expenditure.	*Prepayments (Administered Schedule of Assets and Liabilities)* *Cash and cash equivalents (Administered Schedule of Assets and Liabilities)*
Liabilities	
Suppliers - the actual is higher as a result of timing of payments at year end.	*Suppliers (Administered Schedule of Comprehensive Income)* *Cash and cash equivalents (Administered Schedule of Assets and Liabilities)*
Deferred Revenue - the actual is higher due the budget not being updated for growth in the National Supply Plan and Budget expenditure	*Other sources of non-taxation revenues (Administered Schedule of Comprehensive Income)*

The above statement should be read in conjunction with the accompanying notes

Part 5

Appendixes

Appendix 1: Audit and Risk Committee members

Appendix 2: Workforce statistics

Appendix 3: Fresh blood components supplied under contract by Lifeblood in 2025–26

Appendix 4: Plasma and recombinant products supplied under contract in 2025–26

Appendix 5: Other mandatory reporting

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Appendix 7: Acronyms and abbreviations

The journey of blood

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Appendix 1

Audit and Risk Committee members

Ms Roslyn Jackson – Chair

Ms Roslyn Jackson was appointed as the Chair of the Audit and Risk Committee (ARC) in September 2019. Ms Jackson has been a member of the committee since September 2017.

Ms Jackson brings more than 30 years of experience as a chartered accountant working in both public practice and government accounting. Over her career, Ms Jackson has specialised in the Australian Government financial framework.

Ms Jackson has also been a non-executive director of several not-for-profit companies, primarily in the health sector, and is Chair of Health Education Services Australia, Director of the Australian Nursing and Midwifery Accreditation Council and Director of the Canberra Institute of Technology.

Mr Greg Fraser

Mr Greg Fraser is a Fellow of the Governance Institute of Australia.

Mr Fraser is a former Chief Executive of the ACT Department of Health and Community Care and has had extensive involvement in intergovernmental initiatives and forums. He has consulted to public, private and not-for-profit bodies for 25 years and is an expert in public and not-for-profit governance and risk management.

Mr Fraser has served on several corporate, public sector and not-for-profit boards and audit and risk committees.

Ms Terina Brierley

Ms Terina Brierley was appointed to the ARC in March 2024. Ms Brierley is a Fellow Chartered Accountant (FCA), non-executive director and audit chair with over 30 years' experience in both the public and private sectors, nationally and internationally. This includes senior management positions in chartered accounting firms, in corporate and quasi-public sector organisations, and as managing director of a consulting and financial management training business specialising in Australian Government reforms.

Since 2011, Ms Brierley has operated in the international public financial management arena, delivering USAID-sponsored financial management reform projects for Deloitte US in Africa and the Middle East. Ms Brierley has also been engaged by the International Monetary Fund and the World Bank.

Mr Peter Lewinsky AM

Mr Lewinsky brings over 30 years of leadership experience as chair and member of boards and of audit and risk and other governance committees across the private sector, ASX-listed and private companies, government organisations, and not-for-profits. Mr Lewinsky is currently on the boards of Healthdirect Limited, Early Childhood Management Systems, Holmesglen Foundation and Emmy Monash Aged Care. He recently concluded positions on the board of Ambulance Victoria and as Chair of TAL Superannuation and has served on community-based boards including the Australian Red Cross Society and the Australian Centre for the Moving Image.

Mr Lewinsky provides strategic guidance on governance, financial management, planning, stakeholder engagement, and government relations. He has advised companies and government bodies on governance structures, audit committees and compliance frameworks. Mr Lewinsky's expertise extends to financial oversight, project management, organisational reviews, and procurement processes.

Mr Lewinsky is also the Board representative member of the Audit and Risk Committee.

Mr Jeff Storer

Mr Storer is an experienced executive and non-executive director with more than 25 years of senior leadership experience across the public, private and not-for-profit sectors. He has held CEO, CFO and CIO-level responsibilities and served as a Board Chair, bringing extensive experience in governance, risk management, financial oversight, assurance and organisational performance.

Mr Storer's career spans professional services, government, technology and innovation, research and development, security and risk management, and agriculture. He has significant experience in complex and highly regulated environments, including government-owned and jointly governed entities, and a strong understanding of Commonwealth, state and industry governance arrangements.

He brings to the ARC a practical perspective on governance, strategic and enterprise risk, transformation, accountability and the effective oversight of organisational performance.

Member	Meetings attended	Meetings eligible to attend	Remuneration
Ms Roslyn Jackson (Chair)	5	5	$10,500
Mr Greg Fraser	5	5	$7,500
Ms Terina Brierley	5	5	$8,250
Mr Peter Lewinsky AM	4	5	$6,600
Mr Jeff Storer	1	1	$1,650

Appendix 2

Workforce statistics

TABLE 5.1 All ongoing employees 2025–26

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	22	1	23	59	11	70	-	-	-	93

TABLE 5.2 All non-ongoing employees 2025–26

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	-	-	-	-	1	-	-	-	-	1

TABLE 5.3 All ongoing employees 2024–25

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	24	1	25	60	12	72	-	-	-	97

TABLE 5.4 All non-ongoing employees 2024–25

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	-	-	-	-	-	-	-	-	-	-

TABLE 5.5 Australian Public Service Act ongoing employees 2025–26

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
SES 1	1	-	1	1	-	1	-	-	-	2
EL 2	4	-	4	6	2	8	-	-	-	12
EL 1	8	-	8	22	3	25	-	-	-	33
APS 6	9	1	10	12	4	16	-	-	-	26
APS 5	-	-	-	8	3	11	-	-	-	11
APS 4	-	-	-	9	-	9	-	-	-	9
Total	**22**	**1**	**23**	**59**	**13**	**70**	**-**	**-**	**-**	**93**

TABLE 5.6 Australian Public Service Act non-ongoing employees 2025–26

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	**-**	**-**	**-**	**-**	**1**	**1**	**-**	**-**	**-**	**1**

TABLE 5.7 Australian Public Service Act ongoing employees 2024–25

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
SES 1	2	-	2	1	-	1	-	-	-	3
EL 2	3	-	3	7	2	9	-	-	-	12
EL 1	10	-	10	19	2	21	-	-	-	31
APS 6	8	-	8	14	5	19	-	-	-	27
APS 5	1	1	2	7	2	9	-	-	-	11
APS 4	-	-	-	12	1	13	-	-	-	13
Total	**24**	**1**	**25**	**60**	**12**	**72**	**-**	**-**	**-**	**97**

TABLE 5.8 Australian Public Service Act non-ongoing employees 2024–25

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
Total	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TABLE 5.9 Australian Public Service Act employees by employment status 2025–26

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total	Full time	Part time	Total	
SES 1	2	-	2	-	-	-	2
EL 2	10	1	11	-	1	1	12
EL 1	30	3	33	-	-	-	33
APS 6	21	5	26	-	-	-	26
APS 5	8	3	11	-	-	-	11
APS 4	9	-	9	-	-	-	9
Total	**80**	**12**	**92**	**-**	**1**	**1**	**93**

TABLE 5.10 Australian Public Service Act employees by employment status 2024–25

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total	Full time	Part time	Total	
SES 1	3	-	3	-	-	-	3
EL 2	10	2	12				12
EL 1	29	2	31	-	-	-	31
APS 6	22	5	27	-	-	-	27
APS 5	8	3	11	-	-	-	11
APS 4	12	1	13				13
Total	**84**	**13**	**97**	**-**	**-**	**-**	**97**

TABLE 5.11 Australian Public Service Act employment type by location 2025–26

	Ongoing	Non-ongoing	Total
NSW	-	-	-
Vic	-	-	-
ACT	93	-	93
Total	**93**	**-**	**93**

TABLE 5.12 Australian Public Service Act employment type by location 2024–25

	Ongoing	Non-ongoing	Total
NSW	-	-	-
Vic	-	-	-
ACT	97		97
Total	**97**	**-**	**97**

TABLE 5.13 Australian Public Service Act Indigenous employment 2025–26

	Total
Ongoing	-
Non-ongoing	-
Total	**-**

TABLE 5.14 Australian Public Service Act Indigenous employment 2024–25

	Total
Ongoing	-
Non-ongoing	-
Total	**-**

Appendix 3

Fresh blood components supplied under contract by Lifeblood in 2025–26

TABLE 5.15 Fresh blood components supplied under contract by Lifeblood 2025–26

Product type	Name	Presentation	JBC* price ($)
Red blood cells	Whole blood (WB) red cells leucodepleted	>200ml[1]	423.39
	WB paediatric red cells leucodepleted (set of 4)	25–100ml[1]	513.71
	WB washed red cells leucodepleted	>130ml[1]	498.92
Platelets	WB platelet pool leucodepleted	>160ml[1]	290.57
	Apheresis platelet leucodepleted	100–400ml	612.35
	Paediatric apheresis platelet leucodepleted (set of 3)	40–60ml	781.26
Clinical fresh frozen plasma (FFP)	WB clinical FFP	295ml+/-10%	189.22
	WB paediatric clinical FFP (set of 4)	74ml+/-10%	213.91
	Apheresis clinical FFP	295ml +/-10%	261.86
Cryoprecipitate	WB cryoprecipitate	30–40ml	196.18
	Split apheresis cryoprecipitate	30–40ml	142.45
Cryo-depleted plasma	WB cryo-depleted plasma	215–265ml	183.39
	Split apheresis cryo-depleted plasma	240ml+/-10%	137.98
Other products	Autologous donation	n/a	450.55
	Therapeutic venesections for WB for discard	n/a	618.91
	Serum eye drops	Single collection	257.74
	Allogeneic serum eye drops[2]	Single collection	393.06
Plasma for fractionation	Plasma for fractionation[3]	Presentation size n/a, but costed per kg	358.45

*JBC = Jurisdictional Blood Committee

1 Lifeblood's Blood Component Information, 2023 specifies the presentation volume for a typical unit content.

2 AlloSED product manufacture and pricing commenced from 16 February 2026.

3 Plasma for Fractionation is supplied to CSL Behring (Australia) Pty Ltd for manufacturing plasma-derived products.

Appendix 4

Plasma and recombinant products supplied under contract in 2025–26

TABLE 5.16 Plasma and recombinant products supplied under various contracts for 2025–26

Product type	Name	Presentation	Supplier	Published price ($)
Albumin (plasma derived – domestic)	Alburex 20 AU	10g/250mL*	CSL Behring (Australia) Pty Ltd	96.82
		20g/100mL		76.35
	Alburex 5 AU	12.5g/250mL*		121.02
		12.5g/250mL*		95.45
Antithrombin III concentrate (plasma derived – domestic)	Thrombotrol VF	1,000 IU	CSL Behring (Australia) Pty Ltd	1,756.95
CMV Ig (plasma derived – domestic)	CMV Ig	1.5 million units	CSL Behring (Australia) Pty Ltd	1,502.34
Emicizumab (bi-functional monoclonal antibody)	Hemlibra	30mg/1ml	Roche Australia Pty Limited	#
		60mg/0.4ml		#
		105mg/0.7ml		#
		150mg/1ml		#
Factor IX (plasma derived – domestic)	MonoFIX	1,000 IU	CSL Behring (Australia) Pty Ltd	1,089.58
Factor IX (recombinant – imported)	Alprolix	250 IU	Sanofi-Aventis Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		2,000 IU		#
		3,000 IU		#
		4,000 IU		#
	BeneFIX	250 IU	Pfizer Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		2,000 IU		#
		3,000 IU		#
	IDELVION	250 IU	CSL Behring (Australia) Pty Ltd	#
		500 IU		#
		1,000 IU		#
		2,000 IU		#
		3,500 IU		#

Product type	Name	Presentation	Supplier	Published price ($)
Factor VIIa (recombinant – imported)	NovoSeven	1mg	Novo Nordisk Pharmaceuticals Pty Ltd	1,250.00
		2mg		2,500.00
		5mg		6,250.00
		8mg		10,000.00
Factor VIII (plasma derived – domestic)	Biostate	250 IU	CSL Behring (Australia) Pty Ltd	272.38
		500 IU		544.80
		1,000 IU		1,089.58
Factor VIII (recombinant – imported)	Advate	250 IU	Takeda Pharmaceuticals Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		1500 IU		#
		2,000 IU		#
		3,000 IU		#
	Adynovate	250 IU	Takeda Pharmaceuticals Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		1500 IU		#
		2,000 IU		#
		3,000 IU		#
	Eloctate	250 IU	Sanofi-Aventis Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		2,000 IU		#
		3,000 IU		#
	Xyntha	250 IU	Pfizer Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		2,000 IU		#
		3,000 IU		#
Factor VIII anti–Inhibitor (plasma derived – imported)	FEIBA	500 IU	Takeda Pharmaceuticals Australia Pty Ltd	1,174.20
		2,500 IU		5,871.00
Factor XI (plasma derived – imported)	Factor XI	1 IU	CSL Behring (Australia) Pty Ltd	17.55

Product type	Name	Presentation	Supplier	Published price ($)
Factor XIII (plasma derived – imported)	Fibrogammin	250 IU	CSL Behring (Australia) Pty Ltd	231.87
		1,250 IU		1,159.32
Factor XIII (recombinant – imported)	NovoThirteen	2,500 IU	Novo Nordisk Pharmaceuticals Pty Ltd	30,000.00
Fibrinogen Concentrate (plasma derived – imported)	RiaSTAP	1g	CSL Behring (Australia) Pty Ltd	934.02
Hepatitis B Ig (plasma derived – domestic)	Hepatitis B Ig	100 IU (2ml)	CSL Behring (Australia) Pty Ltd	54.92
		400 IU (5ml)		125.73
Human C1 esterase inhibitor concentrate (plasma derived – imported)	Berinert IV	500 IU	CSL Behring (Australia) Pty Ltd	#
		1,500 IU		#
	Berinert SC	2,000 IU		#
		3,000 IU		#
Human prothrombin complex (plasma derived – domestic)	Beriplex AU	500 IU	CSL Behring (Australia) Pty Ltd	347.33
IVIg (plasma derived – domestic)	Privigen AU	5g/50ml	CSL Behring (Australia) Pty Ltd	308.10
		10g/100ml		616.20
		20g/200ml		1,232.40

Product type	Name	Presentation	Supplier	Published price ($)
IVIg (plasma derived – imported)	Flebogamma 5% DIF	2.5g/50ml	Grifols Australia Pty Ltd	#
		5g/100ml		#
		10g/200ml		#
		20g/400ml		#
	Flebogamma 10% DIF	5g/50ml		#
		10g/100ml		#
		20g/200ml		#
	Gamunex 10%	5g/ 50ml	Grifols Australia Pty Ltd	#
		10g/100ml		#
		20g/200ml		#
		40g/400ml		#
	Kiovig	5g/50ml	Takeda Pharmaceuticals Australia Pty Ltd	#
		10g/100ml		#
		20g/200ml		#
		30g/300ml		#
	Octagam	5g/50ml	Octapharma Australia Pty Limited	#
		10g/100ml		#
		20g/200ml		#
	Privigen	5g/50ml	CSL Behring (Australia) Pty Ltd	#
		10g/100ml		#
		20g/200ml		#
		40g/400ml		#
Normal Ig NIg (plasma derived – domestic)	Normal Ig VF	2ml (0.32gm)	CSL Behring (Australia) Pty Ltd	39.52
		5ml (0.80gm)		64.80
Protein C concentrate (plasma derived – imported)	Ceprotin	500 IU	Takeda Pharmaceuticals Australia Pty Ltd	1,282.35
		1,000 IU	Takeda Pharmaceuticals Australia Pty Ltd	2,564.70
Rh (D) Ig (plasma derived – domestic)	Rh (D) Ig VF	250 IU	CSL Behring (Australia) Pty Ltd	37.19
		625 IU		92.95
Rh (D) Ig (plasma derived – imported)	Rhophylac	1,500 IU	CSL Behring (Australia) Pty Ltd	488.76
SCIg (plasma derived – domestic)	Hizentra AU	1g/5mL	CSL Behring (Australia) Pty Ltd	61.62
		4g/20mL		246.48

Product type	Name	Presentation	Supplier	Published price ($)
SCIg (plasma derived – imported)	Cuvitru	1g/5ml	Takeda Pharmaceuticals Australia Pty Ltd	#
		2g/10ml		#
		4g/20ml		#
		8g/40ml		#
	Hizentra	1g/5ml	CSL Behring (Australia) Pty Ltd	#
		2g/10ml		#
		4g/20ml		#
		10g/50ml		#
	Xembify	1g/5ml	Grifols Australia Pty Ltd	#
		2g/10ml		#
		4g/20ml		#
		10g/50ml		#
Tetanus Ig (plasma derived – domestic)	Tetanus Ig VF	250 IU	CSL Behring (Australia) Pty Ltd	54.29
		4000 IU		868.43
Zoster Ig (plasma derived – domestic)	Zoster Ig VF	200 IU	CSL Behring (Australia) Pty Ltd	344.32

* The price for the smaller presentations of ALBUREX 5 AU and ALBUREX 20 AU is higher than the larger presentations for these products.

Price not disclosed.

Appendix 5

Other mandatory reporting

Work health and safety

Information on work health and safety is included in Part 3 of this annual report.

Advertising and market research

Section 311A of the *Commonwealth Electoral Act 1918* requires entity annual reports to disclose particulars of all amounts greater than $13,800 paid during a financial year to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. The NBA made no payments of this kind in 2025–26.

The NBA did not conduct any advertising campaigns in 2025–26.

Ecologically sustainable development and environmental performance

The NBA continued to pursue activities that support the ecologically sustainable principles outlined in section 3A of the *Environment Protection and Biodiversity Conservation Act 1999*.

During 2025–26 this included:

- continued use of audio and video conferencing and online collaboration in meetings to reduce interstate or international travel
- recycling into 5 streams of waste – co-mingled material, container deposit scheme, paper, batteries and printer cartridges
- encouraging staff to recycle and re-use existing stationery before ordering new supplies
- maintaining paper-use reduction initiatives such as defaulting printer settings to print double-sided and in black and white, and using 100% recycled paper wherever possible
- running the air conditioning systems on timers and occupancy sensors for lighting to ensure operation only during business hours when the immediate area is occupied
- ensuring that through purchasing activities further improvements were made within blood product supply contracts
- having electronic document and records management systems in place.

Australian Public Service Net Zero 2030

As part of the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, and in line with the Net Zero in Government Operations Strategy, all non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to publicly report on the emissions from their operations.

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

Tables 5.17 and 5.18 present the NBA's greenhouse gas emissions report for 2025–26.

Emissions reporting/climate-related metrics

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, all Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2025–26 financial year. The greenhouse gas emissions reported are calculated on the basis of carbon dioxide equivalents (CO_2-e) and in line with the 2025–26 Emissions Reporting Framework. This is consistent with a whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure Requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports.

Reporting on refrigerants is being phased in over time as emissions reporting matures.

TABLE 5.17 2025–26 Greenhouse gas emissions inventory – location-based method

Emission source	Scope 1t CO_2-e	Scope 2t CO_2-e	Scope 3t CO_2-e	Total t CO2-e
Electricity (location-based method)	-	54.81	2.57	57.38
Natural gas	-	-	-	-
Solid waste	-	-	5.23	5.23
Refrigerants*	-	-	-	-
Fleet and other vehicles	-	-	-	-
Domestic commercial flights	-	-	26.46	26.46
Domestic hire car	-	-	-	-
Domestic travel accommodation	-	-	4.64	4.64
Other energy	-	-	-	-
Total t CO_2-e	-	**54.81**	**38.90**	**93.71**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2-e = carbon dioxide equivalent.

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025–26 emissions reporting. Refer to the Emissions Reporting Framework for more details.

TABLE 5.18 2025–26 Electricity greenhouse gas emissions

Emission source	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity kWh
Location-based energy emissions	54.81	2.57	57.38	85,628.34
Market-based electricity emissions	1.66	0.23	1.89	2.046.52
Total renewable electricity[1]	**n/a**	**n/a**	**n/a**	**83,581.82**
Renewable power percentage[2]	n/a	n/a	n/a	14,805.14
Jurisdictional renewable power percentage[3]	n/a	n/a	n/a	68,776.68
GreenPower	n/a	n/a	n/a	0.00
Large-scale generation certificates	n/a	n/a	n/a	0.00

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

1 Excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

2 The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

Grants

Information on grants awarded by the NBA during 2025–26 is available at www.blood.gov.au/grants-reporting.

Disability reporting mechanism

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at www.disabilitygateway.gov.au/ads.

Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

Freedom of information

The NBA's Information Publication Scheme statement, pursuant to Part II of the *Freedom of Information Act 1982*, is available at www.blood.gov.au/ips.

Compliance reporting

The NBA recorded no significant breaches of finance law during 2025–26. The NBA will report any instances of non-compliance reported to the Audit and Risk Committee and to the Executive Management Group. The NBA minimises non-compliance through effective controls, including training and publication of legislation and rules, delegation schedules and Accountable Authority Instructions, which are available to staff to inform decision-making.

Agency resource statement

The agency resource statement (Table 5.19) provides details of the sources of funding for the NBA in 2025–26 together with information about special accounts balances to be carried over to 2026–27.

TABLE 5.19 Agency resource statement

	Actual available appropriation for 2025–26 $'000	Payments made 2025–26 $'000	Balance 2025–26 $'000
	(a)	(b)	(a) – (b)
Ordinary annual services[1]			
Departmental appropriation[2]	10,103	9,386	717
Total	**10,103**	**9,386**	**717**
Administered expenses			
Outcome[1]	**10,171**	**10,171**	**0**
Total	**10,171**	**10,171**	**0**
Total ordinary annual services	**20,274**	**19,557**	**717**
Special accounts[3]			
Opening balance	**476,054**	**0**	**476,054**
Appropriation receipts[4]	19,496	19,496	(0)
Non-appropriation receipts to special accounts	**2,124,767**	**0**	**2,124,767**
Payments made	0	2,033,003	(2,033,003)
Total special accounts	**2,620,317**	**2,052,499**	**567,818**
Total resourcing and payments	**2,621,095**	**2,052,560**	**568,535**

1 Appropriation Act (No. 1) 2025–26 and prior year departmental appropriation.

2 Includes an amount of $0.394 million in 2025–26 for the departmental capital budget. For accounting purposes this amount has been designated as 'contributions by owners'.

3 Does not include 'Special Public Money' held in accounts like Other Trust Monies account (OTM), Services for Other Government and Non-agency Bodies accounts (SOG), or Services for Other Entities and Trust Monies special accounts (SOETM).

4 Appropriation receipts from National Blood Authority annual appropriations for 2025–26 included above.

Resources for outcomes

Table 5.20 provides details of the total funding for each outcome approved by government for the NBA. In 2025–26 the NBA operated under a single outcome.

TABLE 5.20 Agency expenses by outcome

	Budget 2025–26 $'000	Actual expenses 2025–26 $'000	Variation 2025–26 $'000
	(a)	(b)	(a) – (b)
Program 1.1: National Blood Agreement management			
Administered expenses			
Ordinary annual services (Appropriation Bill No.1)	10,171	10,171	0
Ordinary annual services (Appropriation Bill No.1 to special accounts)	-10,171	-10,171	0
Special accounts	2,123,332	1,964,016	159,316
Departmental expenses			
Departmental appropriation[1]	8,505	8,805	-300
Departmental appropriation to special accounts	-8,505	-8,805	300
Special accounts	14,000	13,675	325
s74 retained revenue receipts	450	520	-70
Expense not requiring appropriation in the budget year	1,127	1,468	-341
Total for Program 1.1	**2,138,909**	**1,979,679**	**159,230**
Total expenses for Outcome 1	**2,138,909**	**1,979,679**	**159,230**
	2025–26	2025–26	2025–26
Average staffing level (number)	75	91.65	-16.65

1 Departmental appropriation combines ordinary annual services (Appropriation Act No.1).

Appendix 6

List of requirements

The following list of requirements is provided in accordance with the Department of Finance's Resource Management Guide No. 135 *Annual reports for non-corporate Commonwealth entities* as at 1 July 2025.

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AD(g)	**Letter of transmittal**			
17AI	Front pages	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	iii
17AD(h)	**Aids to access**			
17AJ(a)	Front pages	Table of contents.	Mandatory	iv
17AJ(b)	Index	Alphabetical index.	Mandatory	165–172
17AJ(c)	Appendix 7	Glossary of abbreviations and acronyms.	Mandatory	163–164
17AJ(d)	Appendix 6	List of requirements.	Mandatory	155–162
17AJ(e)	Front pages	Details of contact officer.	Mandatory	ii
17AJ(f)	Front pages	Entity's website address.	Mandatory	ii
17AJ(g)	Front pages	Electronic address of report.	Mandatory	ii
17AD(a)	**Review by accountable authority**			
17AD(a)	Front pages	A review by the accountable authority of the entity.	Mandatory	1–3
17AD(b)	**Overview of the entity**			
17AE(1)(a)(i)	Part 1	A description of the role and functions of the entity.	Mandatory	5–6
17AE(1)(a)(ii)	Part 1	A description of the organisational structure of the entity.	Mandatory	7
17AE(1)(a)(iii)	Part 1	A description of the outcomes and programmes administered by the entity.	Mandatory	5
17AE(1)(a)(iv)	Part 1	A description of the purposes of the entity as included in corporate plan.	Mandatory	5–6
17AE(1)(aa)(i)	Part 1	Name of the accountable authority or each member of the accountable authority.	Mandatory	6

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AE(1)(aa)(ii)	Part 1	Position title of the accountable authority or each member of the accountable authority.	Mandatory	6
17AE(1)(aa)(iii)	Part 1	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	6
17AE(1)(b)	Part 1	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory	6
17AE(2)	n/a	Where the outcomes and programmes administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory	n/a
17AD(c)	**Report on the Performance of the entity**			
	Annual performance Statements			
17AD(c)(i); 16F	Part 2	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	17–65
17AD(c)(ii)	Report on Financial Performance			
17AF(1)(a)	Part 4	A discussion and analysis of the entity's financial performance.	Mandatory	85–88
17AF(1)(b)	Part 4	A table summarising the total resources and total payments of the entity.	Mandatory	84
17AF(2)	Part 4	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory	85
17AD(d)	**Management and Accountability**			
	Corporate Governance			
17AG(2)(a)	Part 3	Information on compliance with section 10 (fraud and corruption systems)	Mandatory	76
17AG(2)(b)(i)	Part 3	A certification by accountable authority that fraud and corruption risk assessments have been conducted and fraud and corruption control plans have been prepared.	Mandatory	76

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(2)(b)(ii)	Part 3	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory	76
17AG(2)(b)(iii)	Part 3	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory	76
17AG(2)(c)	Part 3	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	67–72
17AG(2)(d) – (e)	Appendix 5	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory	152
	Audit Committee			
17AG(2A)(a)	Part 3	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	70
17AG(2A)(b)	Part 3	The name of each member of the entity's audit committee.	Mandatory	70
17AG(2A)(c)	Appendix 1	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	137–138
17AG(2A)(d)	Appendix 1	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	138
17AG(2A)(e)	Appendix 1	The remuneration of each member of the entity's audit committee.	Mandatory	138
	External Scrutiny			
17AG(3)	Part 3	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	73
17AG(3)(a)	Part 3	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory	73

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(3)(b)	Part 3	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory	73
17AG(3)(c)	Part 3	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory	73
	Management of Human Resources			
17AG(4)(a)	Part 2	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	63–64
17AG(4)(aa)	Appendix 2	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory	139
17AG(4)(b)	Appendix 2	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: (a) statistics on staffing classification level; (b) statistics on full-time employees; (c) statistics on part-time employees; (d) statistics on gender; (e) statistics on staff location; (f) statistics on employees who identify as Indigenous.	Mandatory	140–142
17AG(4)(c)	Part 3	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the *Public Service Act 1999*.	Mandatory	78
17AG(4)(c)(i)	Part 3	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	78
17AG(4)(c)(ii)	Part 3	The salary ranges available for APS employees by classification level.	Mandatory	78
17AG(4)(c)(iii)	Part 3	A description of non-salary benefits provided to employees.	Mandatory	80
17AG(4)(d)(i)	Part 3	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory	80

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(4)(d)(ii)	n/a	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iii)	n/a	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory	n/a
17AG(4)(d)(iv)	n/a	Information on aggregate amount of performance payments.	If applicable, Mandatory	n/a
	Assets Management			
17AG(5)	Part 4	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, Mandatory	89
	Purchasing			
17AG(6)	Part 4	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	89
	Reportable consultancy contracts			
17AG(7)(a)	Part 4	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	90
17AG(7)(b)	Part 4	A statement that "During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]".	Mandatory	90
17AG(7)(c)	Part 4	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	90
17AG(7)(d)	Part 4	A statement that "Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."	Mandatory	90

PGPA Rule Reference	Part of Report	Description	Requirement	Page
	Reportable non-consultancy contracts			
17AG(7A)(a)	Part 4	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	91
17AG(7A)(b)	Part 4	A statement that "Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website."	Mandatory	90
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA	Part 4	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	90, 91
	Australian National Audit Office Access Clauses			
17AG(8)	Part 4	If an entity entered into a contract with a value of more than $100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory	91
	Exempt contracts			
17AG(9)	Part 4	If an entity entered into a contract or there is a standing offer with a value greater than $10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory	91

PGPA Rule Reference	Part of Report	Description	Requirement	Page
	Small business			
17AG(10)(a)	Part 4	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."	Mandatory	92
17AG(10)(b)	Part 4	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	92
17AG(10)(c)	Part 4	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."	If applicable, Mandatory	92
	Financial Statements			
17AD(e)	Part 4	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	93–134
	Executive Remuneration			
17AD(da)	Part 3	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory	79
17AD(f)	**Other Mandatory Information**			
17AH(1)(a)(i)	n/a	If the entity conducted advertising campaigns, a statement that "During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."	If applicable, Mandatory	n/a
17AH(1)(a)(ii)	Appendix 5	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory	149
17AH(1)(b)	Appendix 5	A statement that "Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."	If applicable, Mandatory	152

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AH(1)(c)	Appendix 5	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	152
17AH(1)(d)	Appendix 5	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	152
17AH(1)(e)	n/a	Correction of material errors in previous annual report	If applicable, Mandatory	n/a
17AH(2)	Appendix 5	Information required by other legislation	Mandatory	149-151

Appendix 7

Acronyms and abbreviations

ABDR	Australian Bleeding Disorders Registry
ACSQHC	Australian Commission on Safety and Quality in Health Care
ANAO	Australian National Audit Office
APS	Australian Public Service
ARC	Audit and Risk Committee
BloodNet	Australia's online blood ordering and inventory management system
BloodSafe eLearning	transfusion practice and patient blood management education online system
BloodSTAR	Blood system for tracking authorisations and reviews
BOC	Blood Operations Centre
Criteria	Criteria for the Clinical Use of Immunoglobulin in Australia
DAPI	discards as a percentage of net issues
FEIBA	factor VIII anti-inhibitor
FFP	fresh frozen plasma
FOI Act	*Freedom of Information Act 1982*
GST	goods and services tax
HAC	Haemophilia Advisory Committee
HSO	health services organisation
ICT	information and communications technology
Ig	immunoglobulin
IPRP Deeds	contracts for supply of imported plasma-derived and recombinant blood products
IPS	Information Publication Scheme
IT	information technology
IU	international units
IVIg	intravenous immunoglobulin
KPI	key performance indicator
Lifeblood	Australian Red Cross Lifeblood
LIS	laboratory information system
n/a	not applicable

NaFAA	National Fractionation Agreement for Australia
NBA	National Blood Authority
NBSCP	National Blood Supply Contingency Plan
NIGAC	National Immunoglobulin Governance Advisory Committee
NPPL	National Product Price List
NSP&B	National Supply Plan and Budget
NSQHS	National Safety and Quality Health Service
OBFM	Output Based Funding Model
PBM	patient blood management
PBMAC	Patient Blood Management Advisory Committee
PBS	Portfolio Budget Statements
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PS Act	*Public Service Act 1999*
RBC	red blood cell
RCDP	red cell diagnostic product
Red Cross	Australian Red Cross Society
SCIg	subcutaneous immunoglobulin
SES	Senior Executive Service
WB	whole blood

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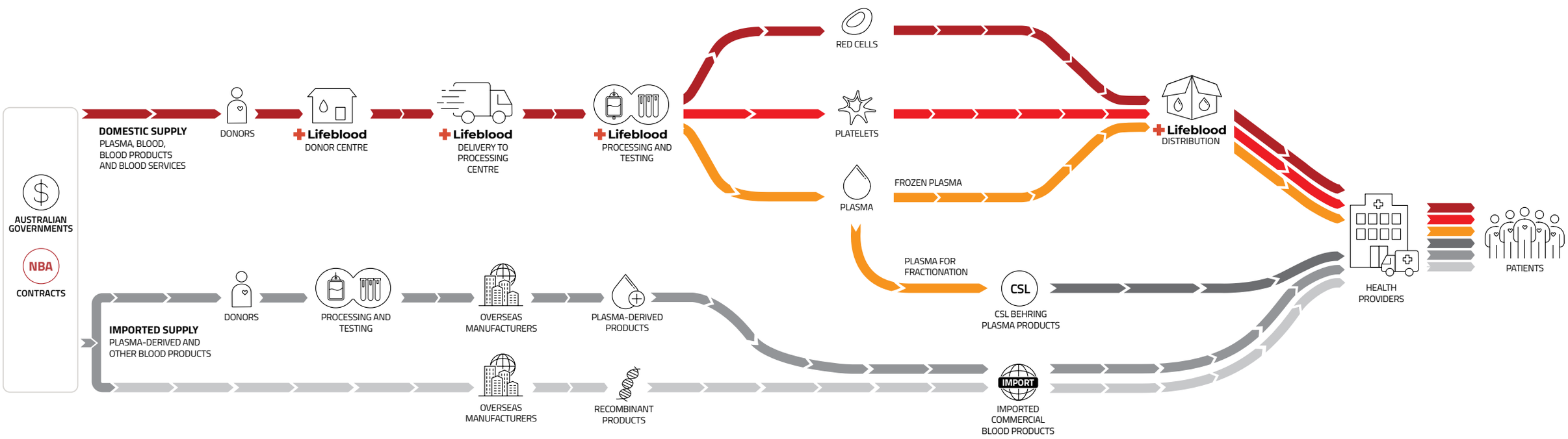
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The journey of blood



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